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ABSTRACT

The study has produced a description of the Library System that can be stated in quantitative statements with an assurance of accuracy not possible previously. The data provide a means of reformulating value statements into factual statements directly or provide a base line from which to determine what additional data are needed to make factual statements which can be tested empirically. Planning for improvement can be undertaken because the data demonstrates, although in a very simplified manner, the interrelatedness of Library functions. The data reported are a description of the Library System as of the Fall of 1971; as changes are instituted, these data may serve as a check in the future as to the actual results in staff deployment and cost allocations. The study will enable the Library Staff to assess the relevancy or the inadequacy of services at present and as changes occur. (Author)

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UNIVERSITY LIBRARIES

TECHNICAL PAPER NO. 1

Wayne State University Libraries Operations, a Description of Staff Deployment.

by
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LI 003 356

INTRODUCTION

Value statements which served as a basis to develop objectives for our social institutions are being questioned. Our bureaucracies are organized to demonstrate accountability which relates to the value system. When our value statements are questioned, our methods of accountability fail. Universities are under pressures to develop new, better, or at least different methods of accountability. Solutions proposed in the 1960's to rectify the apparent breakdowns in the fulfillment of the generally accepted objectives of academic libraries do not appear to be working.

> The lugubrious fact is that our ability to supply the books and journals needed [for] teaching and research programs is rapidly diminishing, and no one seems to know what to do about it. Computerization of information, long hoped by some to be the solution to library costs, is for that purpose at least substantially bankrupt. Much of the attractiveness of cooperation as a cost reducer is illusory. For all of its other virtues, microminiaturization of text is not helping to solve research library budget problems. Although we must continue our efforts to find small savings in these devices, major breakthroughs appear further off today than they did three or four years ago...(1)

Academic libraries are an unusual organization in that one of their functions is to support individuals, formal and informal groups, and agencies with their problem solving. In other words, libraries must maintain functionality and stability over time irrespective of variability and changes in the value systems of those groups whom libraries must serve. Academic libraries as institutions must therefore be conservative. Or to state it another way, for libraries, as separate organizations, to maintain and develop stability they must have an internal structure which defines a "protective skin" which can regulate and inhibit the flow of messages (i.e., pressures for change) from the environment. Nevertheless, libraries must have an ability to alter procedures and purposes to accommodate to the groups it must serve. According to Havelock there are two major themes that characterize the incorporation of new knowledge (i.e., the need for change) in nearly all organizations

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(1)Kaser, D. Report of the Director of the University Libraries, 1970-71. Cornell University Libraries, p.7.

> the drive to maintain order and certainty tends to create structures, hierarchical requirements, and screening procedures which act as barriers to knowledge flow; while the drive to innovate and improve tends to remove such barriers. How the characteristics of organizations specifically affect information flow depends on the resolution of these two competing demands (2)

The survival of our academic resource-research libraries will depend upon the astuteness of librarians working with their constituents to protect order and certainty of their own organizations for nearly all other cultural institutions.

PROBLEM

Although electronic devices were hailed as a solution to library operational difficulties, as already noted, this has not been the case. The technology of libraries has evolved pragmatically over 5,000 years. The recording of knowledge has been accomplished through many media, from clay tablets to electronic data banks, but the bibliographic and inventory control of these records has limitations. We are bound by our alphanumeric system of notation. The alphabet is a cultural pattern system which we cannot abrogate. As an anthropologist has put it, the alphabet is

> tightly integrated into such knowledge storage and retrieval systems as indexes, encyclopedias, handbooks, city directories on which complex modern societies depend for the maintenance of their total cultural patterns. (3)

The number of ways that recorded knowledge can be stored for retrieval are not infinite, but possibilities are more than the mind can grasp. The Wayne State University Library System is a "medium-sized" academic research library. It has a complex bibliographic and inventory control organization. The Library System has over 1,700,000 countable items in many different formats which can be identified in uncounted tens of millions of discreet bibliographic "documents". The 1,700,000 items are housed in seven separate buildings. The responsibility for control bibliographically and for storage and retrieval is assigned to 10 different administrative units. Within the separate buildings and as organized by the separate administrative units, the 1,700,000 items

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(2)Havelock, R. G. Planning for innovation. Ann Arbor, Institute for Social Research, Jan. 1971, p.6-1.

(3)Spicer, E. H. Persistent cultural systems. Science, 174:795-800, 19 Nov. 1971.

are further arranged into well over 100 combinatory groupings which were determined at some point in the growth of the Library System to be necessary. For example, divisions (or groupings) are according (i) to "subject" categories as relating to a specialized group of users as physicians, scientists, (ii) to format as phono records, unbound journals, (iii) to use as reserve, reference materials, (iv) to different classification notations, (v) to size, rarity or age, and (vi) to space limitations as oversize materials. Added to these groupings are the dozens of "in-process" conditions of the collections: items may be assigned for binding, items not yet brought under bibliographic control, items being used outside the Library buildings, items to be reshelved ...

The 1,700,000 items are held together as "one" collection through two means:

(i) by a system of interlocking records which are prepared in part by Library staff (catalogs, location files, computer print-outs) or purchased from other agencies (index and abstract publications).

(ii) by the knowledge of the Library staff who must not only know the relationship and use of the interlocking records, but the physical arrangement of the collections.

What must be emphasized is that if the records which "integrate" the Library System's collections are interlocking, then any individual activity in preparing or altering these records requires a flow of information about these records to Library staff so that they can remain knowledgeable. Every organization has interrelated activity, but rarely is this interrelatedness understood or even appreciated.

Given that the Library System must innovate and improve, and given that the Library System must continue to grow, decisions have to be made about the deployment of the staff's time and expertise and about the arrangement of materials. As long as funds and space are unlimited, planning for a library organization often means adding a program or function to existing operations. If the "new" program runs into a conflict with existing functions, the usual solution is to duplicate operations. For example, a branch library may develop a need to create a special cataloging system for part of its collections; this may require a new unit to be created in the general bibliographic control operation, or the branch library is encouraged to undertake the specialized work independently. In either case more staff is required to do the old, the new, and to see to it the new records produced relate to each

other. The luxury of improvement through duplication has not been available in the past year nor does it appear feasible within the immediate future. The only alternative to find ways to improve is to alter and to rearrange existing operations for more efficiency. Another popular way of stating this is "to reorder priorities". How does one determine whether an operation can be done more efficiently or whether a reordering of priorities can result in improvement. Certainly for the former many management methods have been devised which can be applied to libraries. Hayes and Becker have outlined these methodologies and their applicability to libraries (4). Most techniques available for determining efficiency work best when applied to one or a small group of operations. Because a library system as WSU's is so interlocking, an increase in efficiency in one operation may require another operation to become inefficient. Nothing, therefore, has been gained by change. Without a comprehension of the totality of how operations are interrelated, the application of such techniques as cost accounting and systems analysis may not result in data for planning for improvement. Most important, as techniques they are not capable of "reordering priorities". Priorities can only be judged in terms of some value statement about the relative worth of an activity.

The specific problem of planning or adjusting to change is that there is no way to state the interrelatedness of the total library graphically or quantitatively. Any program for change proposed by one administrative unit cannot be grasped other than intuitively by other units.

METHOD

One of the purposes of this study is to investigate a methodology for stating in some quantitative way the interrelatedness of library functions. A statement of the assumptions and a review of the alternative methods considered in preparing an instrument for data collection may be useful in understanding the development of the questionnaire and the results obtained. A time and motion study could produce an accounting of the time spent on any or all activities undertaken by the Library staff. The task of identifying all the activities of the Library and then collecting data on each individual with a stop watch or even on a random sampling basis was logistically beyond our capacity to collect within the time constraints we had set for ourselves, much less undertake the work of collecting data and of tabulating the results.

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(4) Hayes, R. and Becker, J. Handbook of data processing for libraries. Wiley, 1970

If the objective was to demonstrate the interrelatedness of library operations at least certain elements had to be known: (i) what the operations are, (ii) how many people are involved with the operations, (iii) within which units do these operations take place, and (iv) how much time is spent by each individual engaged in the activity. Existing manning tables could perhaps be a start to gather such information. This data base has certain drawbacks, Individuals in the technical service units and some of the public service divisions have gained their identity through the administrative organization to which they are assigned. If asked to classify their activities, they are apt to define their activities in terms of what they think the administrative unit is supposed to accomplish and what their "job description" says they are to do. The only way to find out what individuals actually do is to observe them. This again brings us back to the stop watch technique. Another drawback is that many library operations are cyclic in nature; some activities occur daily, some weekly, others monthly or quarterly, and a few only annually. To observe what individuals do at any specified period may not show what skills they have nor all the activities they engage in.

One of the first steps to be taken to avoid the trap of gathering data according to existing administratively defined functions was to try to devise a listing of library activities that is independent of the administrative organization. Obviously this is an ideal which cannot be completely attained. Who has the knowledge to transcend his own organization to know all that indeed does take place? To ask an outside systems expert to identify functions is equally unsatisfactory because he may not recognize an operation as part of the Library's function. A committee of library experts could spend months defining library functions and activities and not arrive at a complete listing. Faced with the realization that any listing would involve arbitrary definitions based on the value systems of those making the listing, we decided that we were as capable of making arbitrary definitions as well as any other group of individuals. Part of the study would, therefore, have to include some means of testing the adequacy of our categorization of library activities.

Although the definitions of operations and functions had to be arrived at through our value orientation, several criteria were nevertheless applied in their preparation. The organization of the list had to be such that the definitions be understandable by all Library staff in relation to their actual work and not in terms of their job description. Further, it should be so organized that it did not result in a description of any administrative unit, rather it should describe the total library system. The model for terminology was that used by Orr in the development of the policy

check list of services. (5)

1. Document delivery. Any activity which potentially could produce a document for the Library System's users, whether in its original format, or as a facsimile copy, were to be included in this category. All record keeping and all aspects of storage and retrieval were to be listed within the category. The operations involved in the purchase of a document were excluded unless it entailed the securing of the document through inter-library loan procedures.

2. Citation and Answer Services. From the traditional description of library services, this category contains the activities that are included as "reference" services. However, the word reference was avoided because the purpose was to find out how much effort was expended by the entire staff in interpreting the library, its collections, or the scholarly record to users. Excluded from this category was the training or teaching of library staff.

3. Purchase of Materials. Individuals viewing library operations, including those who work within the Library, have a tendency to assume that the securing of the collections, at least the initial processing of materials, is the responsibility of a specific department; what was included in this activity was not only the purchase procedures of books, journals, and other parts of the scholarly record, but the selection process as well. Although the securing of supplies and equipment may be a small part of the total Library System activity, this function was included in this broad category to get the staff to study the entire questionnaire rather than to merely search for activities that relate to purchase or acquiring the scholarly record.

4. Bibliographic Control. The delivery of documents would not be possible without first having the documents under some bibliographic control. We tried to place all activities which are concerned with relating documents and records other than those involved with document delivery. Clearly many individuals besides those who work in the Catalog Department have a stake in the maintenance of the Library System's bibliographic records.

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(5) Orr, R. H., and others. Development of Methodologic Tools for Planning and Managing Library Services. Bulletin of the Medical Library Association. 56:235-40, July 1968.

5. Training and Supervision. It was decided that a distinction should be made between the information flow that occurs in teaching users the organization of the Library System from that of teaching Library staff. A distinction was made also between supervising individuals who perform specific tasks of a unit from administrative functions.

6. Administration. All activities not included in the above were lumped into this category. Since nearly all individuals are involved with information flow, program development and monitoring, administration is a pervasive activity.

Once the six broad categories were agreed upon, each category was further subdivided. A total of 59 functions or activities were identified. These in turn were further divided into sub units. The purpose for the further division was (i) to aid in explaining the meaning of the larger categories and (ii) to test an instrument which if expanded could be used to study detailed operations. Again we must admit that the classification devised cannot be said to be "objective". Which activities were selected and where they were grouped depended on our general knowledge of library operations. In many instances we talked with Library staff to obtain knowledge we knew we lacked. Four general criteria were used in deciding what to include and how detailed to make the breakdown.

1. All activities listed should have some product or operation which is countable.

2. Highly specialized activities, that is, those involving complex decisions to perform, were not to be listed in detail because of the difficulty in listing decisions in an hierarchical array.

3. Some activities which we anticipated were going to need careful study soon received more detailed breakdowns.

4. Activities, even if carried out by only one unit were to be listed; an effort was made to state these in terms that would be recognizable by all Library staff, not just those involved with the activity.

The final results of this endeavor produced two lists, the first an overall summary list of the 59 categories (plus 6 categories called "other" which presumably could be used to list activities we had ignored or were unaware of); the second list was the more detailed breakdown. (For examples, see Addendum). We now

had a possible workable instrument to collect data, but what was the best method to collect the information? We had already rejected the time and motion approach. Another alternative would be to give each supervisor a check list and he would record the activity of those he supervised. This approach too, was rejected because it was felt that supervisors would record only what they thought their staff did, or was assigned to do. The temptation might be for the supervisor to do a cursory time and motion study or engage in extensive interviews. The method decided upon was for each staff member to report for himself. In an effort to get consistent answers, some ground rules had to be established.

1. Each person was to read the entire check list and determine which functions he performed.

2. He then was to estimate the percentage of time he devoted to these library functions. A percentage figure was decided upon for two reasons: (i) it would be easier for an individual to estimate the relative time he spends at an activity than to attempt to count hours or minutes. (ii) Some individuals work more hours than the 35-hour work week and some individuals are under-employed. Faced with stating actual hours or time spent on an activity these individuals might feel compelled to "pad" their report. The important part of the study was to identify the effort expended on library functions not to identify the efficiency or value of any operation or function nor the contribution of any one person.

3. Because of the cyclic nature of some functions, individuals may engage in activities at different times. The respondent was asked to estimate in terms of the most convenient time span for him to calculate his percentage of effort; for a few this meant the calculation could be done on a daily basis and for a few it meant they would have to make estimates on a yearly basis.

4. Job assignments are constantly shifting. Respondents were asked to report what they knew or anticipated would be their assignments for the fall quarter of 1971.

5. Since percentage effort estimates were to be made, respondents were told only to check any activity in which they spent less than 2% of their time.

6. To aid respondents in making estimates they were told that their total effort could not, of course, exceed 100%, but that if they accounted for 90% of their time, this was sufficiently close estimate for this study.

7. In spite of the fact that each individual was to estimate his effort, the expectation was that an "honest" report would be prepared. To insure that bias and influence was kept to a minimum respondents were told that they need not show or reveal their report to their supervisors--the completed "questionnaire" could be submitted directly to the Director's Office. Further, any tabulation of the data would not reveal any individual's report.

8. At the time the data collecting instrument was used several vacancies existed. The supervisors were instructed that they would have to record an estimated effort for the person who would fill the vacancy as if he were presently employed.

9. The task of instructing all the part-time student assistant staff in the complexities of the data collecting instrument was thought to be too time consuming, therefore the decision was made that each supervisor of student assistants would report the activities of the total student hours under his supervision.

10. All staff whether paid directly from Library funds or not were to complete a questionnaire; the data collected would include those individuals paid from grants, contracts, other special funds...

Since the checklist-questionnaire used terminology on occasions that was slightly different from that commonly used within the Library System, and because the organization of the checklist cut across the administrative divisions of the Library System, the staff had to be informed of the purpose of the checklist and how to proceed to complete the report. Three methods were used to facilitate "transfer of information" about the data collecting instrument.

1. A working paper was written for distribution to all staff which attempted to describe the present "state-of-the-art" of measuring organizational effectiveness and the plan of this study. (6)

2. A general staff meeting was held in which the data collecting instrument was described. The important part of this meeting was to impart the attitude that this study was an investigative project requiring an honest approach because

    a) Each individual's work is important--no one should be doing anything that is not contributing to the effectiveness of the Library as an organization;

    b) Each individual's work is related to the total operation of the Library--no one in the Library works in isolation and the results of everyone's work is added to or used by someone else.

3. A meeting was held with each administrative unit to answer specific or general questions.

The data collecting was completed during the first two weeks in October, 1971.

METHOD OF TABULATING

With over 240 questionnaires representing 280 full-time equivalent staff, a decision had to be made as to what should be tabulated and summarized and in what detail. First, it must be recognized that these data are not suitable for sophisticated or even elementary statistical analysis. The quantities available do not form any frequency distribution nor can they be plotted at a curve. Only two data elements were recorded, (i) the estimated effort for each individual and (ii) his salary. The figures produced are descriptive of activity. As stated above, this was not meant to be a study on performance or study on efficiency. Although the categories theoretically could be identified with some countable function, such data was not requested.

(6) Toward an Assessment of [illegible]ic Library Organization Effectiveness. Wayne State Univ[illegible] University Libraries. Working Paper No. 4, Sept. 1971.

Although it might appear to many that this tabulating effort was suitable for electronic manipulation, this did not prove to be the case. The task of writing a program to acquire the tables that would reveal relationships would be more costly than to do the tabulating manually, at least so long as the tabulating was confined to only the summary section.

Only the data from the summary section is reported here for two reasons: Investigative projects often get bogged down with too much data and as a consequence never get finished. Secondly, the information from the summary section, if properly arranged, should reveal what parts might be useful to tabulate in detail--there may be no immediate need to have the information. There is little satisfaction gained by analyzing data simply because it is available for analysis.

A tabulating chart was prepared for each administrative unit listing all staff with their salaries as of July 1, 1971 (or if employed after that data, the salary as of November 1971). Because of the wage and price freeze, the salaries of librarians is that of 1970. Student assistants and Youth Corps workers wages were calculated at $1.80 per hour.

Each person's percentage of effort was then recorded and the cost of this effort calculated from his annual salary. (Hourly-paid individuals were also calculated on an annual basis.) From these detailed sheets a summary table was prepared as shown in Table 1. What is summarized here is (i) the total number of individuals reported engaging in each of the 59 categories (plus four of the six "other" categories), (ii) the total effort reported (in man years), and (iii) the perentage of effort equated with annual salaries.

Table 2 is a summary of the totals for each of the 59 categories arranged by administrative units.

Again using the totals from Table 1, Table 3 is a summary of the six major categories listing the number of individuals, the percentage of effort, which in turn is reduced to costs in terms of salaries.

Using the totals from Table 3, another summary was produced by administrative units.

Table 5 is a summary of the totals of Table 1 rearranged to reveal primarily the per cent of effort for each staff classification according to the six large functional categories.

The figures of the tables should be interpreted as follows. The number column refers to the number of individuals who reported engaging in the activity listed at the left. Note that there is no number column for hourly-paid staff. As explained above, all hourly-paid staff were added together and recorded as full-time equivalents. The man years column is the sum of the percentage of time recorded by the number of individuals for each activity; for example, if two individuals reported they engaged in an activity within the same administrative unit, one for 5% of his time and the other 9% of his time, the man years column is the sum of these two percentages, that is, 0.14 man years. The cost column is the sum of the percentage of each individual's salary calculated from the amount of time he reported. Using the same example, if the person's salary who reported 5% of his time were $10,000 and the person who reported 9% were $7,000, the cost column would list $1,130.

Since Tables 2 through 5 are summaries or rearrangements of Table 1, one can start with any row or column in Table 1 and follow through to Table 5 for successive generalizations of the data, or the reverse, starting with a generalization trace the data to more detailed quantitative statements.

A few percentage figures have been calculated. The tables are too long and too detailed for normalized figures to show differences and similarities. It may be useful, however, to be able to state some of the "raw" data in percentages, for example, what per cent of the Humanities Division's personnel expenditures go into document delivery services? Table 6 is a list of factors which multiplied by the figures for man years or cost will reduce the figure to a percentage. The method for using these factors are explained on Table 6.

FINDINGS AND DISCUSSION

Our prime objective was to test an instrument that could describe the Library System quantitatively in ways we could not do previously. We did have, however, a conviction to test, the interrelatedness of library functions. This surely has been demonstrated. Using the totals given in Table 4, and reducing them to percentages we get the following summary.

Table 7.

Distribution of Staff and Cost to Perform the Functions of the WSU Library System in October 1971

Function	No. of Individuals	% of Total Staff	Total Man Years	% of Man Years	Cost (in $100)	% of Total Cost
Document delivery	179	64	81.48	29	3,897	20
Citation & Answer Services	152	54	26.53	9	2,325	12
Purchase	124	44	41.85	15	3,329	17
Bibliographic Control	174	62	81.90	29	5,585	28
Training & Supervision	120	43	12.42	4	1,253	6
Administration	153	54	25.76	9	2,791	14
Total	281	--	269.88	95	19,180	97

Examining Table 4, we can see from the information reported every administrative unit participates in document delivery services. From the above table 179 individuals, or 64% of the staff say that they are involved with this service. Is it any wonder that it is difficult and time-consuming to maintain our document delivery service dependably? Any slight change in policy requires that literally a couple of hundred people have to be informed. (Student assistants are mainly involved with document delivery services and the change of staff each quarter requires constant training. Table 2 shows that five man years are devoted to training--certainly a large part of this effort must go into teaching individuals about document delivery.)

Although it takes nearly a third of the Library System's manpower to provide document delivery service, only one-fifth of the budget is expended for the service.

The study has vindicated a conviction which can now be stated quantitatively with a precision not possible before, but this is hardly justification for the study. What are the other uses to which these data can be put?

Reliability of the data.

When the development of the collecting instrument was discussed above, it was emphasized that decisions had to be made arbitrarily on what was to be included and in what detail. No apology need be made for the arbitrariness because systems analysts have spent more than a decade trying to define library functions and have not as yet produced a description that is acceptable to academic libraries. What is of concern here is whether the instrument produced did in fact collect data that are reasonable and useful for planning. There is no simple statistical way to demonstrate the reliability of the instrument without proceeding to make observations of actual performance. Since this approach was rejected at the beginning of the study because of time constraints, it would not be feasible to use this approach, even on a random basis, to check reliability. Less "objective" measures would have to be applied.

1. Categorization scheme. The Library staff were able to identify their work activity within the categorization of the list because only 21 individuals found it necessary to list activities in the "other" columns on the summary section. Examination of these "other" responses shows that no one recorded more than 5% of his effort as outside the categorization scheme. Reviewing these responses one could argue that in all but a few instances a place could be found to list the "other" activities within the list. (In some cases where it was obvious, the effort was tabulated within the "appropriate" category, or, if it was given as constituting less than 2% of effort it was not tabulated). The Library staff, however, were not as satisfied with the detailed breakdown of the 59 categories. No count was made, but many individuals felt it necessary to report activities in greater detail than given. This is certainly not surprising when it is recalled how decisions were made on what to include. Library staff quite rightly felt on occasions an almost callous failure of the compilers of the list in recognizing important activities. What the questionnaire has revealed, therefore, is

that from the staff's viewpoint the list has identified the broad functions of the Library, but not the detailed functions. The write-in responses will make it possible to produce a better listing for a more careful study of any specific function or group of functions in the future.

2. Report of effort. The instructions provide for a 10% leeway in reporting effort. From the Table 7 above, it can be seen that 95% of the staff time has been "accounted for". If an individual spent less than 2% of his time at an activity, he was asked only to indicate this with a check. The tables show that there were obviously many check marks because the number of individuals who engage in an activity are indeed large in many cases. Since 95% of effort has been accounted for in activities involving 2% or more of time, one could get the impression that individuals over-estimated their effort. As a description of the total library, the fact that 2% or less of effort was not tabulated may reduce the over-estimation.

3. Reasonableness of responses. Since each questionnaire had to be examined before tabulating for correctness in addition, the questionnaires were also reviewed for "appropriateness"; that is to say, did the respondent present a complement of work activities that appeared reasonable? Obviously this was subjective judgment made by the tabulators, but in no instance did the tabulators find a questionnaire that reported an unreasonable combination of activities. On the occasions when the tabulators did feel that the respondent had perhaps misunderstood, a short interview soon revealed that the respondent could justify his answers within the limitations inherent in a situation where only estimates were to be made.

The ultimate test of the accuracy of the reported figures will be made if changes in operation are based on the data and it is found that the estimates made do not match the expected results.

Meaning of quantifications.

We can now make quantitative statements about many functions of the Library System that could not be made before, for example how many individuals, how much time is spent, and how much

the time costs to select monographs for inclusion in the Library's collections. Whether this amount of effort is appropriate, whether we have too few or too many individuals participating in this function cannot be determined from these data. We can only make such judgments if we had comparable data from other academic resource libraries. Unfortunately such figures are non-existent or unrelated to this study. For example, cost figures for the processing of monograph purchase in other institutions have been reported, but in most instances the figures relate only to specific work flows, and not to the entire process. The information we now have can aid us in selecting appropriate areas of study in which we can relate the effort reported to countable products or services.

Because the data are arranged according to administrative units and by classification of staff, there is the temptation to compare and make judgments about the "efficiency" of operation among units. Such judgments are not justified from the data for several reasons:

1. What is reported here is the summary of the broad categories. Although each unit may be involved with document delivery, the activities are not comparable because each unit has a different array of materials to work with and different storage considerations.

2. As noted above, the respondents apparently had little difficulty identifying their activities as defined by the 59 broad categories, but they did find it necessary to add many functions not listed in the detailed part of the questionnaire. Before comparison among units can be made, the detailed responses must be analyzed to determine if individuals are in fact performing the same functions.

3. Because of vacancies and because of the variations in the activities of each unit, job assignments may have to be accepted by individuals which may not necessarily match their intellectual competence or technical skill.

The obverse may, of course, also be operating in which individuals are identified with a classification above their competence. Such "accidents" of personnel disparities are not the fault of administrative skill in organization, but may be due to the system of personnel practices operating within the Library which are not entirely determined by the Library, but by the University.

Although judgments cannot be made from the data on the relative efficiency or importance of activities among units, comparisons should be made to elicit questions which can reveal our present value system under which the Library operates. Are the differences among units due to differences in organization, administration, personnel factors, or constraints over which the Library has no control? By asking a series of questions we can arrive at decisions about efficiency and develop an organization that should aid us in improving library service. For example, if one unit must expend more time than another to reshelve materials, is this because the organization is complex? We may have to determine that there is no relationship between the cost of retrieval and restoring, or that because of specific retrieval requirements, an extra investment in restoring is necessary. These data can help us distinguish what we must continue to justify in relation to a value structure and that which we can describe quantitatively.

Reformulating Value Statements

Libraries and all our social institutions are created because of values that our society holds. Every organization has objectives that arise from these values. How the organization operates, that is, what choices it makes in developing its procedures and bureaucracy is in turn determined by its objectives. If we wish to change a procedure in an organization, we must check to see whether the change is still consistent with the objectives, if not, should the objectives be altered? If we should answer the last question affirmatively, can different objectives be stated and remain consistent with our value system, or do we have to change our values? Librarians are faced with this intellectual exercise with every change they attempt to make within their organization. A common situation develops--any suggested change results in long discussions without any seeming resolution because of an inability to distinguish as a group between a "fact" and a "value". Social scientists have long recognized that there is an important difference between statements of fact and statements which reflect personal values. Many statements about our culture, our government, and our institutions are value statements and as such cannot be empirically tested. Social scientists certainly discuss value statements, but the aspect which distinguishes them as "scientists" from, say, politicians, is their discipline of applying various scholarly methodologies to distinguish between fact and value statements and then to reformulate value statements into factual counterparts before an attempt is made to subject them to empirical analysis. A factual statement can be either proved or disproved with data. The proveability of a factual statement then depends on logic. A value statement reflects an individual's (or a group's) personal preferences, that is, on what is "good" or what is "bad".

The statement is either accepted or rejected on the basis of these values. We "prove" value statements through rhetoric, persuasion, or other communication mechanisms which get others to change their values. If rhetoric does not succeed, force may have to be resorted to. A major part of the methodology of social scientists is to deal with conflict situations--with problems--and reduce complex problems to manageable proportions so that they can be tested for their factual content and demonstration logically. "This process of modifying general problems to make them more manageable is known as reformulation. Except for very simple problems, almost every problem must be reformulated before it can be... analyzed". (7)

The social scientist tries

1. to distinguish between fact and value statements;

2. to alter questions (about problems) so it can be determined whether they can be answered with quantitative or qualitative information;

3. to break down broad questions into a number of narrowly-defined ones which still take into account the factors which have a direct bearing on the problem, and

4. to break down broad questions into more narrowly-defined ones which are still relevant to the original problem.

This discussion is to emphasize (i) that reformulation takes training to accomplish, (ii) that care must be taken to give answers to problems after examining data, not before, and (iii) that data are often obtainable when questions are appropriately stated.

The data gives us an opportunity to test some of our value statements. As pointed out elsewhere every group operates from a set of norms--each individual within a group uses a frame of reference to justify his position and his activities.(8) A value statement that pervades WSU's Library System is that its purpose is to provide "service". Many frames of reference are used in interpreting the meaning of "service". If the term service is meant to convey direct user services as generally defined as "reference" service, we can see that only 9% of the reported effort is devoted to reference service. About one-fifth of the effort of librarians of the staff are given to this service. Do these percentages fit what we think the Library ought to expend? Is the relative amount of effort as

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(7) Jacob, H. and Weissberg, R., Elementary Political Analysis. McGraw-Hill, 1970, p. 68.

(8) Wayne State University. University Libraries. Working Paper No. 3. Services Policies for Academic Libraries. Aug. 1971.

reported among the eight categories of citation, information and answer services one that matches the norm we assume the librarians subscribe to? If the answers to these questions from the data do not match our expectations, how can we reformulate the questions to how much we "ought" to expend; how do we reorganize the assignments to attain the quality of service we feel should be provided?

The number of questions that can be asked of the data to provide a perspective into which to test our values are many. The challenge that remains is that given a perspective can we reformulate our value statements into factual statements that we can then test empirically.

Planning

The Library System has, as any organization, a drive to innovate and to improve which requires that changes be made. As has been stated several times, changes must relate on the one hand to our objectives and value system and on the other hand to the best utilization of actual or potential skills and competences of the staff. Changes can be made which cause no improvement or cause a decrease in quality of performance. Effective planning for change (when it is other than adding an independent unit to the existing organization) includes at least the following steps.

1. A statement of the goal to be accomplished;

2. A description of the present organization from which changes are to be made;

3. A description of the interrelatedness of functions that will exist when the change is effected.

4. A description of the possible consequences if the change is implemented.

5. A schedule of implementation to insure the skills are learned and procedures accomplished to prevent disruption of related functions.

The data of this study provides certain baselines from which to do planning for improvement.

1. A change in procedure or policy affects many individuals. From the data provided here, we can gain some insight into how many individuals are involved who will have to acquire the information about the change.

2. Although the categorization scheme is crude, a description exists which can permit us to devise different models of combining functions into new administrative units or transferring functions among administrative units; not only do we have some indication of the number of individuals involved, but also their possible skills as defined by job classification, but also personnel costs. A caveat is in order. Planning for change requiring a redefinition of functional combinations does not necessarily require the new combinations be accomplished with fewer people and less cost than the existing organization. Improvement through reorganization requires a review of the total effort of the Library System.

3. Most important, the tabulations resulting from this study provides, again crudely, but nevertheless quantitatively, a description of the available skills and knowledge that can be applied to improvement.

CONCLUSIONS

The study has produced a description of the Library System that can be stated in quantitative statements with an assurance of accuracy not possible previously. The data provide a means of reformulating value statements into factual statements directly or provide a base line from which to determine what additional data are needed to make factual statements which can be tested empirically. Planning for improvement can be undertaken because the data demonstrates, although in a very simplified manner, the interrelatedness of Library functions. The data reported are a description of the Library System as of the Fall of 1971; as changes are instituted, these data may serve as a check in the future as to the actual results in staff deployment and cost allocations. The study will enable the Library Staff to assess the relevancy or the inadequacy of services at present and as changes occur.

ACKNOWLEDGMENTS

Obviously this paper could not have been produced without the entire Library staff's cooperation. The interest in participating in this study can be attested to by the fact that all questionnaires were completed by the deadline set. The individuals who contributed the information for the study are the best judges of the utility of the results and the hope is the Library staff will continue their interest through careful evaluation of this paper.

TABLES

Table 1 is a summary of the individual responses. Tables 2 through 5 are rearrangements of the data of Table 1. For a fuller explanation of the meaning of the rubrics used to describe the Library functions, Working Paper No. 4 should be consulted.

The headings of columns:

No = the number of individuals reporting engaged in the Library function.

Note:

1) Columns do not add, but rows do, except for Table 5.

2) Hourly-paid staff are not listed by number of individuals, but are included in totals.

3) Totals in Tables 3 and 4 give number of individuals equated to full-time equivalents.

M/Y = the percentage of effort expressed in man years.

Cost = The summary of effort calculated by using the proportion of each individual's salary. Note: Table 1 gives total of cost while Tables 2 through 5 give cost in hundreds.

Any man year figure or cost can be translated into a percentage by using the factors given in Table 6, which see for an explanation for the method of calculating.

x x x x x

TABLE 1

Number of individuals, percent of effort, and salary costs to perform the Wayne State University Library functions as of October 1971 by administrative unit and by classification of staff.

Table 1 (cont'd)

Education

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	3	-	-	2	.17	1422	9	2.57	15372	1.04	3448	.12	402	17	3.90	20644	15	11
Return of documents	2	-	-	2	.14	1186	9	.90	5174	5.04	16708	.93	3058	14	7.01	26126	27	14
Overdue operations	4	.02	260	1	.10	954	6	.24	1864	-	-	-	-	11	.36	3078	1	2
Inventory Control	4	.24	2510	1	.05	352	2	.12	987	.40	1326	.07	241	8	.88	5416	3	3
Storage retrieval	3	-	-	1	-	-	2	-	-	.88	2917	-	-	6	.88	2917	3	2
ILL lending	4	-	-	1	-	-	5	.04	210	-	-	-	-	10	.04	210	<1	<1
ILL borrowing	2	-	-	-	-	-	1	-	-	-	-	-	-	3	-	-	<1	
Locating service	5	.13	1583	2	.07	618	5	.06	321	-	-	-	-	13	.46	2522	1	1
Facsimile copy	2	.03	425	-	-	-	3	.02	158	-	-	-	-	6	.06	583	2	<1
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total	5	.43	4778	2	.53	4532	9	3.95	24086	7.36	24399	1.12	3701	24	13.39	61496	51	34
Part 2																		
Explaining library	6	.27	2934	2	.06	522	8	.24	1459	.16	532	.02	81	16	.75	5528	2	3
Citation services	6	.95	11362	2	.06	522	7	.28	1489	.08	265	-	-	15	1.37	13638	5	7
Alerting services	4	.04	719				3	.17	1520					7	.21	2239	1	1
Answering	6	.84	9427				5	-	-					11	.84	9427	3	5
User collections	2	.02	260				-	-	-					2	.02	260	<1	<1
Exhibits	3	.02	260				1	-	-					4	.02	260	<1	<1
Work space	4	.05	617				1	-	-					5	.05	617	1	<1
Adjunct services	-	-	-				-	-	-					-	-	-		
Other																		
Total	6	2.19	25579	2	.12	1044	9	.69	4468	.24	797	.02	81	17	3.26	31969	12	18
Part 3																		
Monographs	6	1.00	12241	2	.13	1040	5	1.10	8315					13	2.23	21596	8	12
Serials	5	.02	979	-	-	-	3	.02	158					8	.10	1137	<1	1
Payment	-	-	-	-	-	-	-	-	-					-	-	-		
Gifts & Exchange in	4	.16	1540	1	.02	141	3	.11	973					8	.29	2654	1	1
Gifts & Exchange out	2	.08	795	1	.04	282	-	-	-					3	.12	1077	<1	1
Supplies & Equipment	2	-	-	1	-	-	3	.02	158	-	-	-	-	5	.02	158	<1	<1
Other																		
Total	6	1.32	15555	2	.19	1463	6	1.25	9604	-	-	-	-	12	2.76	26622	11	15

Table 1 (cont'd)

Education

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary cataloging	1	.02	238	-	-	-	1	.02	116					2	.04	354	<1	<1
Copy with information	1	.04	476	1	.09	859	-	-	-					2	.13	1335	<1	1
Copy without data	1	.06	715	1	.02	191	-	-	-					2	.08	906	<1	<1
Adding volumes	2	.02	230	2	.10	830	2	.04	232					7	.16	1292	1	1
Reclassifying	1	-	-	1	-	-	1	.06	348					3	.06	348	<1	<1
Reproduction of copy	-	-	-	-	-	-	1	.02	116					1	.02	116	<1	<1
Processing copy	1	-	-	2	.06	522	1	.04	232					4	.10	754	<1	<1
Revising	1	-	-	1	.02	191	3	.30	2448					5	.32	2639	1	1
Public catalog	5	.14	1744	1	.16	1126	4	.18	983					10	.48	3853	2	2
Shelf list	3	.06	769	2	.08	688	5	.41	2313					8	.55	3770	2	2
Withdrawing	2	.07	705	-	-	-	3	.10	558					5	.17	1263	1	1
Material preparation	3	.04	360	1	.14	986	3	.22	1276					7	.40	2622	1	1
Central files	-	-	-	-	-	-	1	.12	946					1	.12	946	<1	<1
Bindery preparation	1	.04	460	1	.04	282	4	.14	757					6	.22	1499	1	1
Serial control	1	.04	520	1	.12	845	-	-	-					2	.16	1365	1	1
Union catalog	-	-	-	-	-	-	-	-	-					-	-	-		
WSU union catalog	1	-	-	1	-	-	-	-	-					2	-	-		
Other																		
Total	6	.53	6217	2	.83	6520	8	1.65	10325					16	3.01	23062	11	13
Part 5																		
Supervising	4	.20	3054	1	.20	1908	3	.19	1762					8	.59	6724	2	4
Training	3	.17	2458	2	.06	573	3	.14	1243					8	.37	4274	1	2
Total	4	.37	5512	2	.26	2481	4	.33	3005					10	.96	10998	4	6
Part 6																		
Budget	-	-	-	-	-	-	2	-	-					2	-	-		
Program control	3	.04	719	1	-	-	1	.02	189					5	.06	908	<1	<1
Program development	4	.11	1579	-	-	-	-	-	-					4	.11	1579	<1	1
Personnel	3	.06	949	-	-	-	2	.10	913					5	.16	1862	1	1
Organization	6	.38	4979	1	.02	141	6	.43	3337					13	.83	8457	3	5
Building & collection	3	.02	260	-	-	-	1	.02	189	.16	532	.02	81	4	.24	1062	<1	1
Miscellaneous	2	.05	595	1	.02	141	4	.06	473	.16	432	.02	81	7	.29	1822	1	1
Total	6	.66	9081	2	.04	282	6	.63	5101	.32	1064	.04	162	14	1.69	15690	6	9

Table 1 (cont'd)

Extension

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation				2	.30	1282	3	.10	450					5	.40	1732	7	4
Return of documents				1	.02	179	3	.17	769					4	.19	948	3	2
Overdue operations				1	-	-	3	.11	400					4	.11	400	2	1
Inventory Control	1	.02	242	2	.17	1280	3	.17	845					6	.36	2367	7	6
Storage retrieval				1	.02	179	1	-	-					1	.02	179	<1	<1
ILL lending				1	-	-	1	-	-					2	-	-		
ILL borrowing				1	-	-	1	-	-					2	-	-		
Locating Service	1	.02	242	1	.02	179	1	.05	263					3	.09	684	2	2
Facsimile copy				1	-	-								1	-	-		
Total	1	.04	484	3	.53	3099	3	.60	2727					7	1.17	6310	22	16
Part 2																		
Explaining library	1	.05	605	2	.13	1002	1	.10	509					4	.28	2116	5	5
Citation services	1	.10	1211	2	.13	1049	1	.30	1601					4	.53	3861	10	10
Alerting services							2	.03	158					2	.03	158	1	<1
Answering services	1	.25	3027	2	.24	1825	3	.10	552					6	.59	5404	11	13
User collections				2	.10	734	1	-	-					2	.10	734	2	2
Exhibits				1	.03	268	3	.07	319					4	.10	587	2	1
Work space				1	-	-	1	.03	109					1	.03	109	1	<1
Adjunct services	1	.05	605	1	-	-	1	.03	158					3	.08	763	1	2
Total	1	.45	5448	2	.63	4878	3	.66	3406					6	1.74	13732	32	34
Part 3																		
Monographs	1	.09	1090	1	.05	447	2	.11	533					4	.25	2070	5	5
Serials	1	-	-				1	.02	73					2	.02	73	<1	<1
Payment																		
Gifts & Exchange in																		
Gifts & Exchange out																		
Supplies & Equipment																		
Total	1	.09	1090	1	.05	447	2	.13	606					4	.27	2143	5	5

Table 1 (cont'd)

Extension

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging							1	.05	182					1	.05	182	1	<1
Copy with information							1	-	-					1	-	-		
Copy without data							1	-	-					1	-	-		
Adding volumes							1	.05	182					1	.05	182	1	<1
Reclassifying							1	-	-					1	-	-		
Reproduction of copy							1	.03	109					1	.03	109	1	<1
Processing copy				1	.02	179	2	.05	182					3	.07	361	1	1
Revising				1	.02	147								1	.02	147	<1	<1
Public Catalog				2	.05	399	1	.03	109					3	.08	508	1	1
Shelf list				2	.05	399	1	.03	109					3	.08	508	1	1
Withdrawing	1	.04	494	2	.04	294	1	.02	110					4	.10	898	2	2
Material preparation				2	.14	1252	2	.14	622					2	.28	1874	5	5
Central files																		
Bindery preparation							1	.02	73					1	.02	73	<1	
Serial control																		
Union catalog																		
WSU union catalog																		
Total	1	.04	494	2	.32	2670	3	.42	1678					6	.78	4842	12	12
Part 5																		
Supervising	1	.09	1090											1	.09	1090	2	3
Training																		
Total	1	.09	1090											1	.09	1090	2	3
Part 6																		
Budget	1	.02	242											1	.02	242	<1	1
Program control	1	-	-											1	-	-		
Program development	1	.02	242											1	.02	242	<1	1
Personnel	1	.06	727											1	.06	727	1	2
Organization	1	.13	1574	1	.02	147	1	.06	331					3	.21	2052	4	5
Building & Collection							1	.31	1721					1	.31	1721	6	4
Miscellaneous																		
Total	1	.23	2785	1	.02	147	1	.37	2052					3	.62	4984	12	13

Table 1 (cont'd) General Information

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	1	-	-	3	.13	945	2	.04	287	1.60	5242			8	1.77	6474	11	7
Return of documents	1	-	-	3	.10	780	1	.02	177	2.16	7076			7	2.28	8033	14	8
Overdue operations	1	.03	482	4	1.25	9146	3	1.28	8095	.80	2621			9	3.36	20344	20	21
Inventory Control	1	.03	300	3	.21	1473				.80	2621			5	1.04	4394	6	4
Storage retrieval	1	.02	200	3	.30	2022				.56	1834			5	.88	4056	5	4
ILL lending	1	-	-	2	.23	2194	1	.40	2209					4	.63	4403	4	4
ILL borrowing	1	-	500	2	.32	3053	1	.41	2264					4	.78	5817	5	6
Locating Service	1	-	-											1	-	-		
Facsimile copy				1	.02	191	1	.02	177	.40	1310			2	.44	1678	3	2
Total	2	.13	1482	4	2.56	19804	3	2.17	13209	6.32	20704			8	11.18	55199	68	56
Part 2																		
Explaining library	2	.48	5407	4	.30	2194	2	.02	110					8	.80	7711	5	8
Citation services	2	.36	4693	4	.26	2019								6	.62	6712	4	7
Alerting services																		
Answering services	2	.13	1786	3	.06	471	2	.02	110					7	.21	2367	1	2
User collections																		
Exhibits																		
Work space																		
Adjunct services	1	.10	1000											1	.10	1000	<1	2
Total	2	1.07	12886	4	.62	4684	1	.04	220					7	1.73	17790	10	18
Part 3																		
Monographs	1	-	-															
Serials																		
Payment																		
Gifts & Exchange in																		
Gifts & Exchange out																		
Supplies & Equipment	1	-	-															
Total																		

Table 1 (cont'd)

General Information

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging																		
Copy with information																		
Copy without data																		
Adding volumes																		
Reclassifying																		
Reproduction of copy																		
Processing copy																		
Revising										.16	524			.16		524	1	<1
Public Catalog										.16	524			.16		524	1	<1
Shelf list																		
Withdrawing																		
Material preparation																		
Central files																		
Bindery preparation																		
Serial control																		
Union catalog																		
WSU union catalog																		
Total										.32	1048			.32		1048	2	2
Part 5																		
Supervising	2	.19	2750	3	.09	619	1	.18	1591					6	.46	4960	3	5
Training	2	.09	1264				1	.05	442					3	.14	1706	1	2
Total	2	.28	4014	3	.09	619	1	.23	2033					6	.60	6666	4	7
Part 6																		
Budget	1	-	-											1	-	-		
Program control	1	.12	1928	1	-	-	1	.30	2652					3	.42	4580	2	5
Program development	1	.03	482											1	.03	482	<1	<1
Personnel	1	.04	643				1	.04	354					2	.08	997	<1	1
Organization	1	.15	2410	3	.10	754	2	.04	287	.16	524			5	.45	3975	3	4
Building & Collection	1	-	-	1	.04	270	1	.02	177	.72	2359			4	.78	2806	5	3
Miscellaneous																		
Total	1	.34	5463	3	.14	1024	3	.40	3470	.88	2883			7	1.76	12840	10	13

Table 1 (cont'd)

Humanities

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	2	-	-	3	.50	3572	4	1.13	9127	.25	1161	.68	2213	10	2.56	16073	12	13
Return of documents	1	-	-	3	.26	1882	4	.47	3258	3.48	13925	.04	120	12	4.25	19185	20	16
Overdue operations	2	-	-	3	.09	656	4	.51	2947	-	-	.40	1328	10	1.00	4931	5	4
Inventory Control	1	-	-	2	.05	370	3	.38	2357	1.08	4557			7	1.51	7284	7	6
Storage retrieval	1	-	-	-	-	-	4	-	-					5	-	-		
ILL lending	3	-	-	-	-	-	4	-	-	-	-			7	-	-		
ILL borrowing	1	-	-	-	-	-								1	-	-		
Locating Service	2	.06	624	3	.20	1370	4	.12	680	.16	84			9	.54	2758	2	2
Facsimile copy	-	-	-	-	-	-	-	-	-	-	-							
Total	4	.06	624	3	1.10	7850	4	2.61	18369	4.97	19727	.91	3661	17	9.86	50231	46	41
Part 2																		
Explaining library	4	.18	1578	3	.11	775	4	.29	1882	.25	253	-	-	11	.83	4488	4	4
Citation services	5	1.29	11835	2	.04	255	2	.04	330	.25	253	-	-	7	1.62	12673	7	10
Alerting services	3	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-		
Answering services	5	.43	4209	-	-	-	2	.03	158	-	-			7	.46	4367	2	4
User collections	3	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-		
Exhibits	3	.03	277	-	-	-	-	-	-	-	-	-	-	3	.03	277	<1	<1
Work space	4	.05	476	-	-	-	-	-	-	.57	547			5	.62	1023	3	1
Adjunct services	1	.03	256	-	-	-	-	-	-	-	-	-	-	1	.03	256	<1	<1
Total	5	2.01	18631	3	.15	1030	4	.36	2370	1.07	1053			13	3.59	23084	17	19
Part 3																		
Monographs	5	1.75	16365	1	.05	352	1	.03	199	-	-	-	-	7	1.83	16916	8	14
Serials	5	.10	991	1	-	-	-	-	-	-	-	-	-	5	.10	991	<1	1
Payment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Gifts & Exchange in	3	.02	208	-	-	-	-	-	-	-	-	-	-	3	.02	208	<1	<1
Gifts & Exchange out	1	-	-											1	-	-		
Supplies & Equipment	-	-	-	-	-	-	1	.10	552					1	.10	552	<1	<1
Total	5	1.87	17564	1	.05	352	2	.13	751	-	-	-	-	8	2.05	18667	10	15

Table 1 (cont'd)

Humanities

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging				-	-	-	-	-	-	-	-			-	-	-		
Copy with information	1	-	-	-	-	-	-	-	-	-	-			1	-	-		
Copy without data	1	-	-	-	-	-	-	-	-	-	-			1	-	-		
Adding volumes	2	-	-	1	.04	318	-	-	-	-	-				.04	318	<1	<1
Reclassifying	1	-	-	-	-	-	-	-	-	-	-			1	-	-		
Reproduction of copy	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
Processing copy	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
Revising	-	-	-	2	.35	2467	1	.08	532	.17	464			3	.60	3463	3	3
Public Catalog	3	.02	171	3	.37	2618	1	.05	332	1.24	2465	.05	161	11	1.73	5747	8	5
Shelf list	1	.02	171	2	.16	1093	3	.12	889	.16	464			6	.46	2617	2	2
Withdrawing	3	.05	425	-	-	-	2	.07	424	-	-			5	.12	849	1	1
Material preparation	1	-	-	-	-	-	1	.02	133	.17	464			2	.19	597	1	<1
Central files	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
Bindery preparation	1	-	-	-	-	-	-	-	-	-	-			1	-	-		
Serial control	1	-	-	-	-	-	-	-	-	-	-			1	-	-		
Union catalog	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
WSU union catalog																		
Total	4	.09	767	3	.92	6496	3	.34	2310	1.74	3857	.05	161	14	3.14	13591	15	11
Part 5																		
Supervising	4	.16	1476	2	.22	1750	-	-	-					6	.38	3226	2	3
Training	4	.14	1281	2	.10	796	2	.02	110					8	.26	2187	1	1
Total	4	.30	2757	2	.32	2546	3	.02	110					9	.64	5413	3	4
Part 6																		
Budget	2	.02	171	1	.18	1432	-	-	-	-	-	-	-	3	.20	1603	1	1
Program control	3	.02	171	2	.02	159	-	-	-					5	.04	350	<1	<1
Program development	4	.07	649	1	.04	255								5	.11	904	1	1
Personnel	3	.14	1239	1	.14	1113	-	-	-					4	.28	2352	1	2
Organization	4	.20	1926	3	.09	606	1	.03	165					4	.32	2697	1	2
Building & Collection	3	.03	250	-	-	-	-	-	-					3	.03	250	<1	<1
Miscellaneous	2	.08	770	-	-	-	1	.02	133	.50	1646			4	.60	2549	3	2
Total	4	.56	5176	3	.47	3565	2	.05	293	.50	1646			10	1.58	10685	8	9

Table 1 (cont'd)

Law

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	1	.07	609	-	-	-	4	.26	1775	.97	3178	-	-	6	1.30	5562	6	3
Return of documents	1	.07	609	-	-	-	4	.11	718	1.44	4719	-	-	6	1.62	6046	7	4
Overdue operations	1	.07	609	-	-	-	1	.25	1762	.16	524	-	-	2	.48	2895	2	2
Inventory Control	1	.07	609	2	.10	797	2	.21	977	.19	622	-	-	5	.57	3005	2	2
Storage retrieval	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
ILL lending	4	.02	174	3	.09	771	-	-	-	.02	66	.08	262	7	.21	1273	1	1
ILL borrowing	4	.03	261	1	.02	191	-	-	-	.10	328	-	-	5	.15	780	1	<1
Locating Service	1	.02	174	2	.05	414	3	.14	969	.35	1146	-	-	6	.56	2703	2	2
Facsimile copy				2	.04	1072	-	-	-	-	-	-	-	2	.04	1072	<1	1
Total	4	.35	3045	4	.30	3245	4	.97	6201	3.23	10583	.08	262	16	4.93	23336	21	15
Part 2																		
Explaining library	6	.10	997	4	.14	1228	2	.23	1396	.12	393	-	-	12	.59	4014	2	3
Citation services	6	.62	7215	5	.34	2561	2	.05	339	.08	262	-	-	13	1.09	10377	5	7
Alerting services	5	.10	1007	3	.53	3148	3	.31	1893	-	-	-	-	11	.94	6048	4	4
Answering services	6	.57	6742	3	.16	1200	2	.08	526	.28	917	-	-	11	1.09	9385	4	6
User collections	2	<.02	-	-	-	-	-	-	-	-	-	-	-	2	-	-		
Exhibits	2	.08	1204	-	-	-	-	-	-	-	-	-	-	2	.08	1204	<1	1
Work space	-	-	-	-	-	-	-	-	-	-	-	-	-					
Adjunct services	-	-	-	-	-	-	-	-	-	-	-	-	-					
Total	6	1.47	17165	5	1.17	8137	9	.67	4154	.48	1572			17	3.79	31028	16	17
Part 3																		
Monographs	6	.83	8088	1	.04	256	3	.83	5211	.20	655	.20	655	12	2.10	14865	9	10
Serials	4	.47	4522	-	-	-	3	.82	5273	.20	655	.03	98	9	1.52	10548	6	7
Payment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Gifts & Exchange in	1	.03	280	-	-	-	2	.13	816	.03	98	-	-	4	.19	1194	1	1
Gifts & Exchange out	-	-	-	-	-	-	5	.02	290					5	.02	290	<1	<1
Supplies & Equipment	3	-	-	2	.04	294	-	-	-	-	-	-	-	5	.04	294	<1	<1
Total	6	1.33	12890	2	.08	550	4	1.80	11590	.43	1408	.23	753	14	3.87	27191	16	17

Table 1 (cont'd)

Law

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging				2	.43	2752	-	-	-	.20	655	-	-	3	.63	3407	3	2
Copy with information	1	.40	4400	1	.02	147	-	-	-	-	-	-	-	2	.42	4547	2	3
Copy without data	1	.20	2200	-	-	-	-	-	-	-	-	-	-	1	.20	2200	<1	1
Adding volumes	1	-	-	1	.23	1688	1	.02	141	-	-	-	-	3	.25	1829	1	1
Reclassifying	1	.04	440	2	.16	1156	1	.02	141	-	-	-	-	4	.22	1737	1	1
Reproduction of copy	-	-	-	2	.18	1180	-	-	-	-	-	.12	391	3	.30	157[1]	1	1
Processing copy	-	-	-	2	.44	1816	-	-	-	.26	851	-	-	3	.70	2667	3	2
Revising																		
Public Catalog	1	-	-	2	.27	1728	-	-	-	-	-	.23	753	3	.50	2481	2	2
Shelf list	1	-	-	1	.03	192	1	.02	141	-	-	.06	197	4	.11	530	<1	<1
Withdrawing	1	-	-	2	-	-	2	.02	132	-	-			5	.02	132	<1	<1
Material preparation	-	-	-	3	.10	706	1	.02	132	.33	1081	-	-	5	.45	1919	2	1
Central files	1	-	-	1	.06	384	-	-	-	-	-	-	-	2	.06	384	<1	<1
Bindery preparation	1	-	-	1	-	-	1	.23	1519	.17	557	-	-	4	.40	2076	2	1
Serial control	1	.02	187	1	.38	2789	3	.53	3083	.25	819	-	-	7	1.18	6878	5	4
Union catalog	1	-	-	1	-	-	-	-	-	-	-	-	-	2	-	-		
WSU union catalog	1	-	-	-	-	-	1	.02	132					2	.02	132	<1	<1
Total	4	.66	7227	4	2.30	14538	4	.88	5421	1.21	3963	.1	1341	15	5.46	32490	24	21
Part 5																		
Supervising	6	.23	1535	3	.17	1358	4	.19	1363					13	.59	4256	3	3
Training	6	.16	1462	3	.18	1717	2	.20	1494					11	.54	4673	2	3
Total	6	.39	2997	3	.35	3075	4	.39	2857					13	1.13	8929	5	6
Part 6																		
Budget	3	.25	3635	-	-	-	1	.08	631	-	-	-	-	4	.33	4266	1	3
Program control	5	.20	2700	1	-	-	2	.04	260	-	-	-	-	8	.24	2960	1	2
Program development	6	.24	3633	-	-	-	-	-	-	-	-	-	-	6	.24	3633	1	2
Personnel	4	.18	3151	2	.15	1101	-	-	-	-	-	-	-	6	.33	4252	1	3
Organization	6	.48	6484	3	.28	1961	1	.03	153	.10	328			11	.89	8926	4	6
Building & Collection	3	.07	1112	7	.13	954	2	.04	234	.17	885			14	.41	3185	2	2
Miscellaneous	1	-	-	1	.02	191	-	-	-	.09	295			4	.11	486	<1	<1
Total	6	1.42	20715	5	.58	4207	3	.19	1278	.36	1508			14	2.55	27708	11	18

Table 1 (cont'd)

Medicine

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	4	.06	512	3	.25	1685	3	.16	895	.50	1472			10	.97	4564	4	2
Return of documents	2	.04	341	2	.12	808	1	.10	552	1.28	3716			6	1.54	5417	6	3
Overdue operations	2	-	-	-	-	-	2	.28	1623	-	-			4	.28	1623	1	1
Inventory Control	5	.10	1243	2	.02	118	5	.26	1556	.10	280			12	.48	3197	2	2
Storage retrieval	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
ILL lending	5	.11	968	3	.42	2884	7	1.78	9928	-	-			15	2.31	13780	9	7
ILL borrowing	3	.02	200	1	.47	3055	4	.35	2208	-	-			8	.84	5463	3	3
Locating Service	4	.09	801	3	.21	1177	6	.11	595	.07	210			13	.48	2783	2	1
Facsimile copy	2	.04	387	1	.05	296	4	1.21	6445	-	-			7	1.30	7128	5	4
Total	7	.46	4452	4	1.54	10023	8	4.25	23802	1.98	5678			20	8.20	43955	32	23
Part 2																		
Explaining library	8	.34	4511	4	.25	1467	4	.09	1344	.24	701			16	.92	8023	3	4
Citation services	8	.68	6257	3	.19	1222	4	.14	909					15	1.01	8388	4	4
Alerting services	2	-	-	-	-	-	3	.12	1052					5	.12	1052	<1	<1
Answering services	8	.26	2216	2	.06	301	1	.02	150					11	.34	2667	1	1
User collections	4	.10	1009	-	-	-	-	-	-					4	.10	1009	<1	<1
Exhibits	-	-	-	-	-	-	2	.05	354					2	.05	354	<1	<1
Work space	2	-	-	1	-	-	-	-	-					3	-	-		
Adjunct services							1	.02	162					1	.02	162	<1	<1
Total	8	1.38	13993	4	.50	2990	7	.44	3971	.24	701			19	2.56	21655	10	11
Part 3																		
Monographs	4	.57	4962	-	-	-	5	.64	5433	-	-			9	1.21	10395	5	5
Serials	3	.08	800	-	-	-	3	.25	1771	-	-			6	.33	2571	1	1
Payment	-	-	-	-	-	-	-	-	-					-	-	-		
Gifts & Exchange in	3	.25	2169	-	-	-	3	.07	505					6	.32	2674	1	2
Gifts & Exchange out	2	.06	545	-	-	-	2	.06	452					4	.12	997	<1	<1
Supplies & Equipment	2	.02	200				4	.52	3941	-	-			4	.54	4141	2	2
Total	5	.98	8676				7	1.54	12102					12	2.52	20778	10	11

Table 1 (cont'd)

Medicine

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging	2	.08	748	1	.13	876	2	.42	3765	-	-			5	.63	5389	2	3
Copy with information	4	.53	5377	1	.16	566	1	.10	609	-	-			6	.79	6552	3	3
Copy without data	2	.12	1253	1	.10	354	-	-	-	-	-			3	.22	1607	1	1
Adding volumes	1	.05	533	2	.05	272	4	.65	4358	-	-			7	.75	5163	3	3
Reclassifying	4	.09	891	2	.05	273	3	.32	2213	-	-			9	.46	3377	2	2
Reproduction of copy	1	-	-	-	-	-	1	.10	580	.05	140			2	.15	720	1	<1
Processing copy	1	.02	213	-	-	-	1	.04	243					2	.06	456	<1	<1
Revising	-	-	-	-	-	-	1	.08	464	.05	140			1	.13	604	<1	<1
Public Catalog	4	-	-	2	.11	677	4	.19	1393					10	.30	2070	1	1
Shelf list	3	.02	187	1	.02	71	2	.09	714					6	.13	972	<1	<1
Withdrawing	1	.02	187	-	-	-	4	.09	616					5	.11	803	<1	<1
Material preparation	-	-	-	-	-	-	2	.18	1120					2	.18	1120	1	1
Central files	1	.02	213	1	.09	606	1	.12	767					3	.23	1586	1	1
Bindery preparation	2	-	-	-	-	-	5	.81	5371					7	.81	5371	3	3
Serial control	2	.04	374	1	.02	135	2	.68	4682					5	.74	5191	3	3
Union catalog	3	.02	187	-	-	-	-	-	-					3	.02	187	<1	<1
WSU union catalog	4	.38	2569	1	.02	135	1	.06	383					6	.46	3087	2	2
Total	6	1.39	12732	2	.75	3965	8	3.90	27278	.10	280			16	6.14	44255	24	23
Part 5																		
Supervising	7	.60	7475	1	.11	651	2	.07	623					10	.78	8749	3	4
Training	7	.31	2058	1	.05	296	2	.07	623					10	.43	2977	2	2
Total	7	.91	9533	1	.16	947	2	.14	1246					10	1.21	11726	5	6
Part 6																		
Budget	2	.10	1150	-	-	-	1	.15	5892					3	.25	7042	1	4
Program control	7	.42	4615	1	.25	1479	5	.40	2820					13	1.07	8914	4	5
Program development	6	.32	3279	-	-	-	2	.12	815					8	.44	4094	2	2
Personnel	5	.31	3812	-	-	-	2	.22	1727					7	.53	5539	2	3
Organization	7	.58	6411	3	.10	538	9	.72	4922					19	1.40	11871	5	6
Building & Collection	3	.03	423	-	-	-	3	.05	404					6	.08	827	<1	<1
Miscellaneous	3	.02	202	2	.02	135	2	.17	1538	.05	140			7	.26	2015	1	1
Total	7	1.78	19892	4	.37	2152	9	1.83	18118	.05	140			20	4.03	40302	16	21

Table 1 (cont'd)

Science

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	3	-	-	4	.57	5039	4	.07	452	2.40	7862			13	3.04	13353	11	7
Return of documents	1	-	-	4	.22	1942	4	.11	743	2.40	7862			11	2.73	10547	10	6
Overdue operations				1	.02	185	1	.40	2319	.60	1966			3	1.02	4470	4	2
Inventory Control	3	-	-	3	.06	531	3	.04	232	.60	1966			10	.70	2729	2	1
Storage retrieval																		
ILL lending	4	.05	593	3	.04	258	1	.34	3028					8	.43	3879	1	2
ILL borrowing	4	.04	481	1	-	-	1	.32	3006					6	.36	3487	1	2
Locating Service	4	.10	1117	4	.09	805	1	.03	174					9	.22	2096	1	1
Facsimile copy	1	-	-	1	-	-								2				
Total	4	.19	2191	4	1.00	8760	6	1.31	9954	6.00	19656			20	8.50	40561	30	21
Part 2																		
Explaining library	5	.25	2871	4	.27	2378	1	.02	116	1.20	3931			11	1.74	9296	6	5
Citation services	6	1.00	11997	3	.15	1303	4	.11	843	.60	1966			14	1.86	16109	7	8
Alerting services	2	-	-	1	.02	173	1	.08	695					4	.10	868	<1	<1
Answering services	6	.45	5451	1	.02	173	1	-	-					8	.47	5624	2	3
User collections	1	-	-				1	-	-					2				
Exhibits				1	.02	173								1	.02	173	<1	<1
Work space				1	.02	173								1	.02	173	<1	<1
Adjunct services																		
Total	6	1.70	20319	4	.50	4373	5	.21	1654	1.80	5897			17	4.21	32243	17	17
Part 3																		
Monographs	3	.73	9562	3	.08	695								11	.81	10257	3	5
Serials	3	.26	3719	1	.08	715	1	.06	315					5	.40	4749	3	5
Payment																		
Gifts & Exchange in	4	.16	2112	2	.12	1064								6	.28	3176	1	2
Gifts & Exchange out	2	-	-											2	-	-		
Supplies & Equipment	2	.02	359											2	.02	359	<1	<1
Total	5	1.17	15752	3	.28	2474	1	.06	315					9	1.51	18541	5	10

Table 1 (cont'd)

Science

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging				1	.04	346								1	.04	346	<1	<1
Copy with information	1	.05	480	1	.02	173								2	.07	653	<1	<1
Copy without data							1	.30	2608					1	.30	2608	1	1
Adding volumes																		
Reclassifying				1	.02	185								1	.02	185	<1	<1
Reproduction of copy																		
Processing copy							1	.30	2608					2	.40	3568	1	2
Revising	1	.10	960				1	.11	607	3.00	9828			6	3.29	12260	12	6
Public Catalog	2	.16	1640	1	.02	185	1	.10	869	1.20	3931			5	1.39	5638	5	3
Shelf list	1	.05	480	2	.04	358	1	.03	166					2	.05	339	<1	<1
Withdrawing	1	-	-	1	.02	173								1	.20	1730	1	1
Material preparation				1	.20	1730												
Central files														8	2.47	20599	9	11
Bindery preparation	2	.07	4969	3	.74	6613	3	1.66	9017					8	1.95	12392	7	6
Serial control	4	.90	5998	1	.10	894	3	.95	5500									
Union catalog														3	.14	1652	<1	1
WSU union catalog	3	.14	1652															
Total	5	1.47	16179	4	1.20	10657	5	3.45	21075	4.20	13759			18	10.32	61670	37	32
Part 5																		
Supervising	5	.29	3763	3	.38	3463	2	-	-					8	.67	7226	2	4
Training	3	.08	855	4	.42	3824	1	-	-					7	.50	4679	2	2
Total	5	.37	4618	4	.80	7287	2	-	-					9	1.17	11905	4	6
Part 6																		
Budget				1	.02	185								1	.02	185	<1	<1
Program control	5	.08	1087	2	.02	179								7	.10	1266	<1	1
Program development	3	.06	1013	1	-	-								3	.06	1013	<1	<1
Personnel	3	.11	1813	1	-	-								3	.11	1813	<1	<1
Organization	6	.47	6334	2	.04	352	6	.53	4029					14	1.04	10715	4	6
Building & Collection	3	.04	719	2	.05	450								5	.09	1169	<1	<1
Miscellaneous	3	.08	1098	1	-	-	1	.08	751					5	.16	1849	<1	<1
Total	6	.84	12064	3	.13	1166	6	.61	4780					15	1.58	18010	6	9

Table 1 (cont'd)

Social Studies

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	5	.07	789	6	1.72	12670	7	.87	4902	1.34	4402	.03	103	19	4.03	22866	11	10
Return of documents	2	-	-	6	.35	2651	5	.41	2298	9.94	32561	1.08	3553	21	11.78	41063	31	17
Overdue operations	2	-	-	6	.02	161	6	1.41	7884	-	-	-	-	12	1.43	8045	4	3
Inventory Control	5	.05	577	3	.05	477	5	.22	1215	.76	2490	.08	251	11	1.16	5016	3	2
Storage retrieval	3	-	-	2	-	-	4	.02	110	-	-	-	-	9	.02	110	<1	<1
ILL lending	4	-	-	4	.02	141	5	.03	166	-	-	-	-	13	.05	307	<1	<1
ILL borrowing	2	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-		
Locating service	4	.12	1225	4	.35	3189	5	.44	2079	.94	3066	.14	463	14	1.99	10022	5	4
Facsimile copy	1	-	-	-	-	-	2	.20	774	.24	792	.06	180	3	.50	1746	1	1
Other	-	-	-	-	-	-	-	-	-	.48	1583	.08	257	1	.56	1840	1	1
Total	7	.24	2591	6	2.51	19289	7	3.60	19428	13.70	44894	1.47	4813	35	21.52	91015	57	39
Part 2																		
Explaining library	8	.53	5866	6	.11	924	7	.11	574					21	.75	7364	2	3
Citation services	8	1.59	18048	2	-	-	7	.39	1998	.24	792	.04	129	17	2.26	20967	6	9
Alerting services	4	.09	1200	2	.07	493	2	.19	1102					8	.35	2795	1	1
Answering	8	1.11	12154	2	.10	954	2	-	-	-	-			12	1.21	13108	3	6
User collections	3	.04	372	-	-	-	1	-	-	-	-			4	.04	372	<1	<1
Exhibits	1	-	-	2	-	-	1	-	-	-	-			4	-	-		
Work space	3	.05	548	2	-	-	-	-	-	-	-			5	.05	548	<1	<1
Adjunct services	-	-	-	-	-	-	-	-	-	-	-			-	-	-		
Other	1	.50	6250	-	-	-	-	-	-	-	-			1	.50	6250	1	3
Total	8	3.91	44438	6	.28	2371	7	.69	3674	.24	792	.04	129	21	5.16	51404	14	22
Part 3																		
Monographs	8	1.21	13369	4	.14	1236	2	.43	2438	.03	112			14	1.81	17155	5	7
Serials	5	.17	1958	-	-	-	2	.02	116					6	.19	2074	<1	1
Payment	-	-	-	-	-	-	-	-	-					-	-	-		
Gifts & Exchange in	3	.05	664	-	-	-	1	-	-					4	.05	664	<1	<1
Gifts & Exchange out	1	.02	269	-	-	-	-	-	-					1	.02	269	<1	<1
Supplies & Equipment	4	.02	175	1	.02	141	1	-	-					6	.04	316	<1	<1
Other	2	.06	806	1	-	-	-	-	-					3	.06	806	<1	<1
Total	8	1.53	17241	4	.16	1377	3	.45	2554	.03	112	-	-	15	2.17	21284	6	9

Table 1 (cont'd)

Acquisitions

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	1	-	-	1	-	-	4	.02	116					6	.02	116	<1	<1
Return of documents	2	-	-	-	-	-	1	-	-					3	-	-		
Overdue operations	-	-	-	-	-	-	1	.04	348					1	.04	348	<1	<1
Inventory Control	1	-	-	-	-	-	1	.03	277					2	.03	277	<1	<1
Storage retrieval	1	-	-	2	.05	402	1	.02	116					4	.07	518	<1	<1
ILL lending	2	-	-	-	-	-	2	.31	2319			.17	557	4	.48	2876	<1	<1
ILL borrowing	1	-	-	1	-	-	-	-	-					2	-	-		
Locating Service	1	-	-	1	-	-	-	-	-					2	-	-		
Facsimile copy				-	-	-	2	.52	3634					2	.52	3634	1	1
Total	3	-	-	5	.05	402	8	.94	6810			.17	577	17	1.16	7769	3	3
Part 2																		
Explaining library	5	-	-	1	-	-	2	.04	348					8	.04	348	<1	<1
Citation services	2	-	-	2	.02	191	3	.02	174					7	.04	365	<1	<1
Alerting services	-	-	-	-	-	-	-	-	-					-	-	-		
Answering services	2	.04	560	1	-	-	2	-	-					5	.04	560	<1	<1
User collections	2	-	-	-	-	-	1	.02	174					3	.02	174	<1	<1
Exhibits	-	-	-	-	-	-	-	-	-					-	-	-		
Work space	-	-	-	-	-	-	-	-	-					-	-	-		
Adjunct services	-	-	-	1	.02	179	-	-	-					1	.02	179	<1	<1
Total	6	.04	560	3	.04	370	3	.08	696					12	.16	1626	<1	1
Part 3																		
Monographs	6	1.52	18381	8	6.20	45729	6	3.76	26754	1.61	5274	.39	1278	22	13.48	97416	39	38
Serials	4	.39	4302	3	1.30	10128	7	3.34	22802	.06	373	.22	720	20	5.31	38325	15	15
Payment	2	.04	435	2	.04	382	1	-	-	-	-			5	.08	817	<1	<1
Gifts & Exchange in	4	.40	4764				1	.45	2366	.33	1081			5	1.18	8211	3	3
Gifts & Exchange out	3	.10	1191				1	.15	788	.38	1245			5	.63	3224	2	1
Supplies & Equipment	2	-	-				2	.07	468	-	-			4	.07	468	<1	<1
Total	6	2.45	29073	9	7.54	56239	12	7.77	53178	2.38	7973	.61	1998	27	20.75	148461	60	58

Table 1 (cont'd)

Social Studies

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary cataloging	4	.33	3659	-	-	-	2	.67	1552					6	1.00	5211	3	2
Copy with information	1	-	-	-	-	-	-	-	-					1	-	-		
Copy without data	1	-	-	1	.02	141	-	-	-					2	.02	-	<1	<1
Adding volumes	3	.05	-	1	.07	668	2	.05	179					6	.17	847	<1	<1
Reclassifying	1	-	-	-	-	-	-	-	-					1	-	-		
Reproduction of copy	1	-	-	-	-	-	1	.02	166					2	.02	166	<1	<1
Processing copy	-	-	-	-	-	-	-	-	-					-	-	-		
Revising	1	.02	269	1	.45	3168	2	.18	994					4	.65	4431	2	2
Public catalog	-	-	-	2	.07	533	4	.23	1258					6	.30	1791	1	1
Shelf list	1	.15	1560	4	.11	894	-	-	-					5	.26	2454	1	1
Withdrawing	2	-	-	1	-	-	1	-	-					4	-	-	<1	<1
Material preparation	1	-	-	3	.18	1317	2	.02	116					6	.20	1433	1	1
Central files	1	.12	1611	-	-	-	1	.02	110					2	.14	1721	<1	1
Bindery preparation	3	.07	789	2	.08	763	1	.03	166					6	.18	1718	<1	1
Serial control	3	-	-	2	.24	1916	2	.76	3613					7	1.00	5529	3	2
Union catalog	-	-	-	-	-	-	-	-	-					-	-	-		
WSU union catalog	2	-	-	1	.02	191	1	-	-					4	.2	191	<1	<1
Other	2	.05	623	1	.04	282	-	-	-					3	.09	905	<1	<1
Total	6	.79	8511	6	1.28	9873	6	1.98	8154					18	4.05	26538	11	11
Part 5																		
Supervising	5	.34	4490	5	.78	6692	6	.18	983					16	1.30	12165	3	5
Training	6	.27	3426	4	.34	3124	3	.02	110					13	.63	6660	2	3
Total	6	.61	7916	5	1.12	9816	6	.20	1093					17	1.93	18825	5	8
Part 6																		
Budget	3	.08	1142	-	-	954	-	-	-					3	.08	2096	<1	1
Program control	2	.02	286	2	.10	1356	1	-	-					4	.12	1642	<1	1
Program development	3	.12	1622	-	-	568	1	-	-					4	.12	2190	<1	1
Personnel	5	.08	1082	3	.15	286	1	-	-					9	.23	1368	1	1
Organization	8	.32	3829	4	.07	995	3	.05	284					15	.44	5108	1	2
Building & collection	3	-	-	1	.03	-	-	-	-	.11	374			4	.14	374	<1	<1
Miscellaneous	1	.03	428	2	.12	-	-	-	-	.06	187			3	.21	615	1	<1
Total	8	.65	8389	5	.47	4159	4	.05	284	.17	561			17	1.34	13393	4	6

Table 1 (cont'd)

Acquisitions

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging	3	.05	518	1	.18	1267	1	.17	894					5	.40	2679	1	1
Copy with information	2	.10	1041	1	.02	191	-	-	-					3	.12	1232	<1	<1
Copy without data	2	.10	1041	-	-	-	-	-	-					2	.10	1041	<1	<1
Adding volumes				1	.02	191	-	-	-					1	.02	191	<1	<1
Reclassifying	1	.03	326	-	-	-	-	-	-					1	.03	326	<1	<1
Reproduction of copy	-	-	-	-	-	-	1	.20	1410					1	.20	1410	<1	<1
Processing copy	-	-	-	-	-	-	1	.50	2899					1	.50	2899	1	<1
Revising	-	-	-	-	-	-	-	-	-					-	-	-		
Public Catalog	2	-	-	1	.04	382	-	-	-	.09	295			3	.13	677	<1	<1
Shelf list	1	.02	280	1	-	-	2	.20	3799					4	.22	4079	1	2
Withdrawing	2	-	-	-	-	-	1	-	-					3	-	-		
Material preparation	-	-	-	-	-	-	-	-	-					-	-	-		
Central files	-	-	-	-	-	-	-	-	-					-	-	-		
Bindery preparation	2	-	-	2	.35	3189	3	1.50	8266	1.08	3575			7	2.93	15030	8	6
Serial control	1	.03	326	1	.02	191	5	1.35	7740					7	1.40	8257	4	3
Union catalog	1	.02	257	-	-	-	-	-	-					1	.02	257	<1	<1
WSU union catalog	1	.08	870	2	.85	6109	-	-	-					3	.93	6979	3	3
Total	6	.43	4659	3	1.48	11520	8	3.92	25008	1.17	3870			18	7.00	45057	20	17
Part 5																		
Supervising	5	.72	8892	3	.30	2652	3	.11	3496					11	1.13	15040	3	6
Training	4	.34	4314	3	.16	1364	2	.14	1160					9	.64	6838	2	2
Total	5	1.05	13206	3	.46	4016	4	.25	4656					12	1.77	21878	5	8
Part 6																		
Budget	3	.10	1213				1	.10	869					4	.20	2082	1	1
Program control	5	.36	4400	1	.02	191	1	.02	174					7	.40	4765	1	2
Program development	6	.50	6771				1	.02	174					7	.52	6945	1	3
Personnel	4	.10	1328				1	.05	435					5	.15	1763	<1	1
Organization	6	.50	6315	3	.11	813	2	.05	285					11	.66	7413	2	3
Building & Collection	1	-	-				3	.12	730					4	.12	730	<1	<1
Miscellaneous																		
Total	6	1.56	20027	4	.13	1004	5	.36	2667					15	2.05	23698	6	9

Table 1 (cont'd)

Cataloging

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation	1	-	-	-	-	-								1	-	-		
Return of documents																		
Overdue operations																		
Inventory Control	2	-	-	-	-	-								2	-	-		
Storage retrieval	1	-	-	-	-	-								1	-	-		
ILL lending																		
ILL borrowing																		
Locating Service	5	.02	300	2	.07	770	1	-	-	.28	917	.13	426	8	.50	2413	1	1
Facsimile copy	-	-	-	-	-	-	1	.26	726					1	.26	726	<1	<1
Total	5	.02	300	2	.07	770	2	.26	726	.28	917	.13	426	10	.76	3139	1	1
Part 2																		
Explaining library	10	-	-	7	-	-	-	-	-					17	-	-		
Citation services	8	.07	855	1	-	-	1	-	-					9	.07	855	<1	<1
Alerting services																		
Answering services	3	-	-	-	-	-	-	-	-					3	-	-		
User collections	3	-	-	1	-	-	-	-	-					4	-	-		
Exhibits																		
Work space																		
Adjunct services	1	-	-	-	-	-	-	-	-					1	-	-		
Total	11	.07	855	7	-	-	1	-	-					18	.07	855	<1	<1
Part 3																		
Monographs	7	1.54	19491	1	.03	211	1	.20	1218					9	1.77	20920	3	5
Serials	1	-	-									.20	655	1	.20	655	<1	<1
Payment							1	.45	3136	.38	1244			1	.83	4380	2	1
Gifts & Exchange in																		
Gifts & Exchange out																		
Supplies & Equipment	2	-	-				3	.09	5309	.28	917	.12	393	5	.49	6619	1	2
Total	7	1.54	19491	1	.03	211	5	.74	9663	.66	2161	.32	1048	14	3.29	32574	6	8

Table 1 (cont'd)

Cataloging

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																		
Temporary Cataloging	5	.10	925	1	.06	404	1	-	-			.06	197	7	.22	1526	<1	<1
Copy with information	16	5.42	52321	12	5.00	38620	4	.48	2995					32	10.90	93936	21	24
Copy without data	16	4.08	50970	8	.64	4585	2	.80	4445					26	5.52	60000	11	16
Adding volumes	3	.17	1863	5	1.12	8210	1	-	-	1.70	5568	.51	1671	11	3.50	17312	7	4
Reclassifying	6	.36	3764	6	.71	4975				.63	2064	.13	426	13	1.83	11229	3	3
Reproduction of copy				2	.05	447	8	1.36	7806					10	1.41	8253	3	2
Processing copy	4	.48	6454	4	.86	6725	8	4.30	26876					12	5.64	40055	11	10
Revising	5	.40	5831	4	.26	1825	2	.08	464	.08	262			19	.82	8382	2	2
Public Catalog	8	.42	4468	8	.88	7559	2	.32	2523	2.07	6781			20	3.69	21331	7	5
Shelf list	2	.10	1180	2	.07	484	2	.12	894	.42	1376			6	.71	3934	1	1
Withdrawing	3	.02	241	4	.25	1760								7	.27	2001	<1	<1
Material preparation	2	.02	241	4	.59	3983	2	1.66	9258	2.70	8844			8	4.97	22326	10	6
Central files	5	.26	2759	3	.23	1809	5	.87	5395	.19	622	.34	1114	5	1.89	11697	4	3
Bindery preparation	1	-	-	1	-	-	1	.15	789					3	.15	789	<1	<1
Serial control	1	-	-											1	-	-		
Union catalog	2	-	-				1	-	-					3	-	-		
WSU union catalog																		
Total	16	11.83	131015	12	10.72	81386	13	10.14	61445	7.79	25517	1.04	3408	50	41.52	302771	81	79
Part 5																		
Supervising	5	.31	5836	2	.15	1431	3	.25	1540					10	.71	8807	1	2
Training	10	.41	4882	8	.55	4650	3	.28	1760					21	1.24	11292	3	3
Total	11	.72	10718	8	.70	6081	3	.53	3300					22	1.95	20099	4	5
Part 6																		
Budget																		
Program control	1	-	-	1	.02	179	1	.06	383					3	.08	562	<1	<1
Program development																		
Personnel	3	.36	4790				1	.16	1038					4	.52	5828	1	1
Organization	14	.49	5930	5	.10	830	6	.57	3579					25	1.16	10339	2	3
Building & Collection				1	.06	422	1	.02	123					2	.08	545	<1	<1
Miscellaneous							2	.07	395					2	.07	395	<1	<1
Total	14	.85	10720	5	.18	1431	8	.88	5518					27	1.91	17669	4	5

Table 1 (cont'd)

Administration

	Librarians			Library Ass't			Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 1																		
Circulation																		
Return of documents							3	-	-					3	-	-		
Overdue operations	1	-	-				2	-	-					3	-	-		
Inventory Control	1	-	-											1	-	-		
Storage retrieval	2	.05	946				2	.12	741	.23	859			4	.40	2546	3	1
ILL lending	2	.02	568				2	.02	113	.11	411			4	.15	1092	1	1
ILL borrowing	2	.02	568				2	.02	113	.08	299			4	.12	980	1	1
Locating Service	1	.02	378											1	.02	378	<1	<1
Facsimile copy	2	.12	1893											2	.12	1893	1	1
Total	3	.23	4353				2	.16	967	.42	1569			6	.81	6889	7	5
Part 2																		
Explaining library	3	.22	6058				1	.02	239					5	.24	6297	2	5
Citation services																		
Alerting services																		
Answering services																		
User collections																		
Exhibits																		
Work space	1	.02	190											1	.02	190	<1	<1
Adjunct services																		
Total	4	.24	6248				1	.02	239					5	.26	6487	2	5
Part 3																		
Monographs	1	.05	946				2	.23	1459	.16	598	.28	917	5	.72	3920	6	3
Serials	1	.05	946				2	.18	1081	.22	822	.21	688	5	.66	3537	6	3
Payment	1	-	-				-	-	-	-	-	-	-	1	-	-		
Gifts & Exchange in	1	.02	378				2	-	-	.02	75			4	.04	453	<1	<1
Gifts & Exchange out	1	-	-											1	-	-		
Supplies & Equipment	2	.12	1290				3	.84	6079	.14	523	.14	459	6	1.24	8351	10	6
Total	3	.24	3560				3	1.25	8619	.54	2018	.63	2064	8	2.66	16261	23	12

Table 1 (cont'd)

Administration

	Librarians			Library Ass't		Support Staff			Students		Work-Study		Total			Percent	
	No	M/Y	Cost	No	M/Y Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No	M/Y	Cost	M/Y	Cost
Part 4																	
Temporary Cataloging	1	-											1	-	-		
Copy with information																	
Copy without data																	
Adding volumes																	
Reclassifying																	
Reproduction of copy	1	.03	567										1	.03	567	<1	<1
Processing copy																	
Revising																	
Public Catalog	1	-											1	-	-		
Shelf list	1	-											1	-	-		
Withdrawing																	
Material preparation																	
Central files																	
Bindery preparation																	
Serial control	1	.02	378										1	.02	378	<1	<1
Union catalog																	
WSU union catalog	2	.11	2140										2	.11	2140	1	1
Total	3	.16	3085										3	.16	3085	1	2
Part 5																	
Supervising	4	.44	3912	-	- -	4	.34	1293					8	.78	5205	6	4
Training	3	.19	2633	-	- -	-	-	-					3	.19	2633	2	2
Total	7	.63	6545			4	.34	1293					11	.97	7838	8	6
Part 6																	
Budget	4	.40	9355			3	.17	1486					7	.57	10841	5	8
Program control	5	.31	5077			1	.25	2997					6	.56	8074	5	6
Program development	5	1.00	18877			1	.22	2638					6	1.22	21515	10	16
Personnel	4	.47	12918			4	1.29	9539					8	1.76	22457	15	17
Organization	5	.75	14348			4	.73	6327					9	1.48	20675	12	15
Building & Collection	4	.37	5421			4	.25	2161	.06	244			10	.68	7826	6	6
Miscellaneous						4	.28	2487	.06	244	.04	131	6	.38	2862	3	2
Total	5	3.30	65996			4	3.19	27635	.06	488	.04	131	11	6.65	94250	56	70

TABLE 2

Summary of number of individuals, effort, and salary cost to perform Wayne State University Library functions as of October, 1971 by administrative unit.

Function	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Circulation	25	3.90	206	5	.40	17	8	1.77	65	10	2.56	161	6	1.30	56	10	.97	46
Return of documents	22	7.01	261	4	.19	9	7	2.28	80	12	4.25	192	6	1.62	60	6	1.54	54
Overdue Operations	11	.36	31	4	.11	4	9	3.36	203	10	1.00	49	2	.48	29	4	.28	16
Inventory Control	16	.88	54	6	.36	24	5	1.04	44	7	1.51	73	5	.57	30	12	.48	32
Storage Retrieval	14	.88	29	1	.02	2	5	.88	41	5	<.02							
ILL Lending	18	.04	2	2	<.02		4	.63	44	7	<.02		7	.21	13	15	2.31	138
ILL Borrowing	3	<.02	-	2	<.02		4	.78	58	1	<.02		5	.15	8	8	.84	55
Locating Services	21	.26	25	3	.09	7	1	.02		9	.54	28	6	.56	27	13	.48	28
Facsimile Copy	6	6	6	1			2	.44	17				2	.04	11	7	1.30	71
Total	24	13.39	614	7	1.17	63	8	11.18	552	17	9.86	503	16	4.93	234	20	8.20	440

Function	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Circulation	13	3.04	134	19	4.03	229	6	2	1	1	<.02					103	17.99	915
Return of documents	11	2.73	105	21	11.78	410	3	<.02								95	31.40	1171
Overdues Operations	3	1.02	45	12	1.43	80	1	4	3				3			75	8.08	460
Inventory Control	10	.70	27	11	1.16	50	2	3	3	2	<.02		1			77	6.73	337
Storage retrieval				0	2	1	4	7	5	1	<.02		4	40	25	43	2.27	103
ILL Lending	8	.43	39	13	5	3	4	48	29				4	15	11	82	4.30	279
ILL Borrowing	6	.36	35	2	<.02		2	<.02					4	12	10	40	2.25	166
Locating Services	9	.22	21	14	1.99	100	2	<.02		8	.50	24	1	2	4	87	4.66	264
Facsimile copy	2			3	.50	17	2	52	36	1	.26	7	2	12	19	28	3.24	184
Other				1	.56	18										1	.56	18
Total	20	8.50	406	35	21.52	908	17	1.16	77	10	.76	31	6	.81	69	180	81.48	3897

TABLE 2 (cont'd)

Function	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Explaining Operations	16	.75	55	4	.28	21	8	.80	77	11	.83	45	12	.59	40	16	.92	80
Citation Services	15	1.37	137	4	.53	39	6	.62	67	7	1.62	127	13	1.09	104	15	1.01	84
Alerting Services	7	.21	22		.03	2				3	<.02	--	11	.94	61	5	.12	11
Answering Services	11	.84	94	6	.59	54	7	.21	24	7	.46	44	11	1.09	94	11	.34	27
User Collections	2	.02	3	2	.10	7				3	<.02	--	2	<.02	--	4	.10	10
Exhibits	4	.02	3	4	.10	6				3	3	3	2	.08	12	2	.05	4
Work space	5	.05	6	1	.03	1				5	.62	10				3	<.02	--
Adjunct services				3	.08	9	1	.10	10	1	.03	3				1	.02	2
Total	17	3.20	320	6	1.74	138	7	1.73	178	13	3.59	232	17	3.79	311	19	2.56	218

Function	Science			Soc. Stud			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Explaining Operations	11	1.74	93	21	.75	73	8	.04	3	17	<.02	--	5	.24	63	129	6.94	550
Citation Services	14	1.86	161	17	2.26	210	7	.04	4	9	.07	9				107	10.47	942
Alerting Services	4	.10	9	8	.35	28										40	1.75	133
Answering Services	8	.47	56	12	1.21	131	5	.04	6	3	<.02	--				81	5.25	530
User Collections	2			4	.04	4	3	.02	2	4	<.02	--				29	.28	26
Exhibits	1	.02	2	4	<.02	--										20	.30	30
Work Space	1	.02	2	5	.05	6								.02	2	20	.79	27
Adjunct Services							1	.02	2	1	<.02	--	1			9	.25	25
Other				1	.50	62										1	.50	62
Total	17	4.21	323	21	5.16	514	12	.16	17	18	.07	9	5	.26	65	152	26.53	2325

TABLE 2 (cont'd)

	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Monographs	13	2.23	216	4	.25	21	1	<.02	--	7	1.83	169	12	2.10	149	9	1.21	104
Serials	8	.10	11	2	.02	1				5	.10	10	9	1.52	105	6	.33	26
Payment																		
Gifts & Exchange In	8	.29	27							3	.02	2	4	.19	12	6	.32	27
Gifts & Exchange Out	3	.12	11							1				.02	3	4	.12	10
Supplies & Equipment	5	.02	2				1	<.02	--	1	.10	6	5	.04	3	4	.54	41
Total	12	2.76	267	4	.27	22	1	<.02	--	8	2.05	187	14	3.87	272	12	2.52	208

	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Monographs	11	.81	103	14	1.81	172	22	13.48	974	9	1.77	209	5	.72	39	107	26.21	2156
Serials	5	.40	47	6	.19	21	20	5.31	383	1	.20	7	5	.66	35	67	8.83	646
Payment							5	.08	8	1	.83	44	1			7	.91	52
Gifts & Exchange In	6	.28	32	4	.05	7	5	1.18	82	4	.04	5	4	.04	5	40	2.37	194
Gifts & Exchange Out	<2	2		1	.02	3	5	.63	32				3			19	.91	52
Supplies & Equipment	2	.02	4	6	.04	3	4	.07	5	5	.49	66	6	1.24	84	34	2.56	214
Other				3	.06	8										3	.06	8
Total	9	1.51	186	15	2.17	214	27	20.75	1484	14	3.29	326	8	2.66	163	124	41.85	3329

	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No.	M/Y	Cost	No.	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Supervising	8	.59	67	1	.09	11	6	.46	50	6	.38	32	13	.59	43	10	.78	87
Training	8	.37	43				3	.14	17	8	.26	22	11	.54	47	10	.43	30
Total	10	.96	110	1	.09	11	6	.60	67	9	.64	54	13	1.13	90	10	1.21	117

	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No.	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Supervising	8	.67	72	16	1.30	121	11	1.13	150	10	.71	88	8	.78	52	97	7.48	773
Training	7	.50	47	13	.47	63	9	.64	68	21	1.24	113	3	.19	26	93	4.94	480
Total	9	1.17	119	17	1.93	188	12	1.77	218	22	1.95	201	11	.97	78	120	12.42	1253

TABLE 2 (cont'd)

Function	Education			Extension			General Inf			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Temporary Cataloging	2	.04	4	1	.05	2							3	.63	34	5	.63	54
Cataloging	2	.13	13	1						1	<.02		2	.42	45	6	.79	65
Original Cataloging	2	.08	9	1						1	<.02		1	.20	22	3	.22	16
Adding Volumes	7	.16	13	1	.05	2				3	.04	3	3	.25	18	3	.75	52
Reclassifying	3	.06	3	1	<02					1	<.02		4	.22	17	9	.46	34
Production of Catalog Copy	1	.02	1	1	.03	1							3	.30	16	2	.15	17
Processing Copy	4	.10	8	3	.07	4							3	.70	27	2	.06	5
Revising	5	.32	26	1	.02	1				3	.60	35				1	.13	6
Public Catalog Maintenance	10	.48	38	3	.08	5		.16	5	11	1.73	57	3	.50	25	10	.30	21
Shelf List Maintenance	8	.55	38	3	.08	5		.16	5	6	.46	26	4	.11	5	6	.13	10
Withdrawing Materials	5	.17	13	4	.10	9				5	.12	8	5	.02	1	5	.11	8
Classified Material Prep.	7	.40	26	2	.28	19				2	.19	6	5	.45	19	2	.18	11
Central Files	1	.12	9										2	.06	4	2	.23	16
Bindery Preparation	6	.22	15	1	.02	1				1	<.02		4	.40	21	3	.81	54
Serial Control	2	.16	14							1	<.02		7	1.18	69	7	.74	52
Union Catalogs													2	<.02		3	.02	2
WSU Union Catalog	<2	2											2	.02	1	6	.46	31
Total	16	3.01	230	6	.78	49		.32	10		3.14	135	15	5.46	324	16	6.14	444

TABLE 2 (cont'd)

Function	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Temporary Cataloging				6	1.00	52	5	.40	27	7	.22	15	1	<.02		27	2.97	188
Cataloging	1	.04	3	1	<.02		3	.12	12	32	10.90	939				46	12.40	1077
Original Cataloging	2	.07	7	2	.02	1	2	.10	10	26	5.52	600				40	6.21	665
Adding Volumes	1	.30	26	6	.17	9	1	.02	2	11	3.50	173				40	5.24	298
Reclassifying				1	<.02	--	1	.03	3	13	1.83	112				33	2.60	169
Production of Catalog Copy	1	.02	2	2	2	2	1	.20	14	10	1.41	83	1	.03	6	22	2.18	132
Processing Copy							1	.50	29	12	5.64	401				25	7.07	474
Revising	2	.40	36	4	.65	44				19	.82	84	1			36	2.94	232
Public Catalog Maintenance	6	3.29	123	6	.30	18	3	.13	7	20	3.69	213	1	<.02		73	10.66	512
Shelf List Maintenance	5	1.39	56	5	.26	25	4	.22	41	6	.71	39		<.02		51	4.07	250
Withdrawing Materials	2	.05	3	4	<.02	--	3	<.02		7	.27	20				40	.84	62
Classified Material Prep.	1	.20	17	6	.20	14				8	4.97	223				33	6.87	335
Central files				2	.14	17				5	1.89	17				12	2.44	163
Bindery Preparation	8	2.47	206	6	.18	17	7	2.93	150	3	.15	8				39	7.18	472
Serial Control	8	1.95	124	7	1.00	55	7	1.40	83	1	<.02		1	.02	4	41	6.45	401
Union Catalogs							1	.02	3	3	<.02			.02	4	9	.04	5
WSU Union Catalog	3	.14	16	4	.02	2	3	.93	70				1	.11	21	21	1.68	141
Other				3	.09	9										3	.09	9
Total	18	10.32	619	18	4.05	265	18	7.00	451	50	41.52	3027	3	.16	31	174	81.90	5585

TABLE 2 (cont'd)

Function	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Budget	2	<.02	--	1	.02	2	1			3	.20	16	4	.33	43	3	.25	70
Program Monitoring	5	.06	9	1	<.02		3	.42	46	5	.04	3	8	.24	30	13	1.07	89
Program Development	4	.11	16	1	.02	2	1	.03	5	5	.11	9	6	.24	36	8	.44	41
Personnel	5	.16	19	1	.06	7	2	.08	10	4	.28	23	6	.33	43	7	.53	55
Organization & Communica.	13	.83	84	3	.21	21	5	.45	40	4	.32	27	11	.89	89	19	1.40	119
Bldg. & Collection Maint.	4	.24	11	1	.31	17	4	.78	28	3	.03	3	14	.41	32	6	.08	8
Miscellaneous	7	.29	18							4	.60	25	4	.11	5	7	.26	20
Total	14	1.69	157	3	.62	49	7	1.76	129	10	1.58	106	14	2.55	278	20	4.03	402

Functions	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Budget	1	.02	2	3	.08	21	4	.20	21				7	.57	108	29	1.67	283
Program Monitoring	7	.10	13	4	.12	16	7	.40	48	3	.08	6	6	.56	81	62	3.09	341
Program Development	3	.06	10	4	.12	22	7	.52	69				6	1.22	215	37	2.87	425
Personnel	3	.11	18	9	.23	14	5	.15	18	4	.52	58	8	1.76	225	54	4.21	490
Organization & Communica.	14	1.04	107	15	.44	51	11	.66	74	25	1.16	103	9	1.48	207	129	8.88	922
Bldg. & Collection Maint.	5	.09	12	4	.14	4	4	.12	7	2	.08	5	10	.68	78	57	2.96	205
Miscellaneous	5	.16	18	3	.21	6				2	.07	4	6	.38	29	29	2.08	1.25
Total	15	1.58	180	17	1.34	134	15	2.05	237	27	1.91	176	11	6.65	943	153	25.76	2791

TABLE 3

Summary of number of individuals, percent of effort and salary costs to perform Wayne State University Libraries' functions by classification of staff and by administrative unit

Administrative Unit	Librarian			Library Ass't			Support Staff			Students*		Work-study*		Total			Percent	
EDUCATION	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No+	M/Y	Cost	M/Y	Cost
Document Delivery	5	.43	4778	2	.53	4532	9	3.95	24086	7.36	24399	1.12	3701	24	13.39	61496	51	34
Citation & Answer Service	6	2.19	25579	2	.12	1044	9	.69	4468	.24	797	.02	81	17	3.26	31969	12	18
Materials Acquisitions	6	1.32	15555	2	.19	1463	6	1.25	9604					14	2.76	26622	11	15
Bibliographic Control	6	.53	6217	2	.83	6520	8	1.65	10325					68	3.01	23062	11	13
Supervising & Training	4	.37	5512	2	.26	2481	4	.33	3005					10	.96	10998	4	6
Administration	6	.66	9081	2	.04	282	6	.63	5101	.32	1064	.04	162	12	1.69	15690	6	9
Total	6	5.50	66722	2	1.97	16322	9	8.50	56589	7.92	26260	1.18	3944	26.22	25.07	169837	95	95
EXTENSION																		
Document Delivery	1	.04	484	3	.53	3099	3	.60	2727					6	1.17	6310	22	16
Citation & Answer Service	1	.45	5448	2	.63	4878	3	.66	3406					6	1.74	13732	32	34
Materials Acquisitions	1	.09	1090	1	.05	447	2	.13	606					4	.27	2143	5	5
Bibliographic Control	1	.04	494	2	.32	2670	3	.42	1678					6	.78	4842	15	12
Supervising & Training	1	.09	1090											1	.09	1090	2	3
Administration	1	.23	2785	1	.02	147	1	.37	2052					3	.62	4984	12	12
Total	1	.94	11391	3	1.55	11241	3	2.18	10469					5.36	4.67	33101	88	82
GENERAL INFORMATION																		
Document Delivery	2	.13	1482	4	2.56	19804	3	2.17	13209	6.32	20704			8	11.18	55199	68	56
Citation & Answer Service	2	1.07	12886	4	.62	4684	1	.04	220					7	1.73	17790	10	18
Materials Acquisitions	1	--	--											1	--	--		
Bibliographic Control										.32	1048			1	.32	1048	2	1
Supervising & Training	2	.28	4014	3	.09	619	1	.23	2033					4	.60	6666	4	7
Administration	1	.34	5463	3	.14	1024	3	.40	3470	.88	2883			7	1.76	12840	10	13
Total	2	1.82	23845	4	3.41	26131	7	2.84	18932	7.52	24635			16.5	15.59	93543	94	95

TABLE 3 (cont'd.)

Administrative Unit	Librarian			Library Ass't			Support Staff			Students*		Work-study*		Total			Percent	
HUMANITIES	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No+	M/Y	Cost	M/Y	Cost
Document Delivery	4	.06	624	3	1.10	7850	4	2.61	18369	4.97	19727	1.12	3661	17	9.86	50231	46	41
Citation & Answer Service	5	2.01	18631	3	.15	1030	4	.36	2370	1.07	1053			13	3.59	23084	17	19
Materials Acquisitions	5	1.87	17564	1	.05	352	2	.13	751					8	2.05	18667	10	15
Bibliographic Control	4	.09	767	3	.92	6496	3	.34	2310	1.74	3857	.05	161	14	3.14	13591	15	11
Supervising & Training	4	.30	2757	2	.32	2546	3	.02	110					9	.64	5413	3	4
Administration	4	.56	5176	3	.47	3565	2	.05	298	.50	1646			10	1.58	10685	8	9
Total	5	4.89	45519	3	3.01	21839	4	3.51	24208	8.28	26283	.95	3822	21.51	20.86	121671	97	99
LAW LIBRARY																		
Document Delivery	4	.35	3035	4	.30	3245	4	.97	6201	3.23	10583	.08	262	16	4.93	23326	21	15
Citation & Answer Service	6	1.47	17165	5	1.17	8137	5	.67	4154	.48	1572			20	3.79	31028	16	20
Materials Acquisitions	6	1.33	12890	2	.08	550	4	1.80	11590	.43	1408	.23	753	12	3.87	27191	16	17
Bibliographic Control	4	.66	7227	4	2.30	14538	4	.88	5421	1.21	3963	.41	1341	13	5.46	32490	24	21
Supervising & Training	6	.39	2997	3	.35	3675	3	.39	2857					12	1.13	8929	5	6
Administration	6	1.42	20715	5	.58	4207	3	.19	1278	.36	1508			14	2.55	27708	11	18
Total	6	5.62	64029	5	4.78	33752	5	4.90	31501	5.71	19034	.72	2356	23.23	21.73	150672	93	97
MEDICAL LIBRARY																		
Document Delivery	7	.46	4452	4	1.54	10023	8	4.25	23802	1.95	5678			22	8.20	43955	32	23
Citation & Answer Service	8	1.38	13993	4	.50	2990	7	.44	3971	.24	701			19	2.56	21655	10	11
Materials Acquisitions	5	.98	8676				7	1.54	12102					12	2.52	20778	10	11
Bibliographic Control	6	1.39	12732	2	.75	3965	8	3.90	27278	.10	280			16	6.14	44255	24	23
Supervising & Training	7	.91	9533	1	.16	947	2	.14	1246					10	1.21	11726	5	6
Administration	7	1.78	19892	4	.37	2152	9	1.83	18118	.05	140			20	4.03	40302	16	21
Total	8	6.90	69278	4	3.32	20077	12	12.10	86517	2.34	6799			25.30	24.66	182671	97	95

TABLE 3 (cont'd.)

Administrative Unit	Librarian			Library Ass't			Support Staff			Students*		Work-study*		Total			Percent	
SCIENCE LIBRARY	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No+	M/Y	Cost	M/Y	Cost
Document Delivery	4	.19	2191	4	1.00	8760	6	1.31	9954	6.00	19656			20	8.50	40561	30	21
Citation & Answer Service	6	1.70	20319	4	.50	4373	5	.21	1654	1.80	5897			17	4.21	32243	15	17
Materials Acquisitions	5	1.17	15752	3	.28	2474	1	.06	315					9	1.51	18541	5	10
Bibliographic Control	5	1.47	16179	4	1.20	10657	5	3.45	21075	4.20	13759			18	10.32	61670	37	32
Supervising & Training	5	.37	4618	4	.80	7287	2	--	--					9	1.17	11905	4	6
Administration	6	.84	12064	3	.13	1166	6	.61	4780					15	1.58	18010	6	9
Total	6	5.74	71123	4	3.91	34717	6	5.64	37778	12.00	39312			28	27.29	182930	97	95
SOCIAL STUDIES																		
Document Delivery	7	.24	2591	6	2.51	19289	7	3.60	19428	13.70	44894	1.47	4813	13	21.52	91015	57	39
Citation & Answer Service	8	3.91	44438	6	.28	2371	7	.69	3674	.24	792	.04	129	17	5.16	51404	14	22
Materials Acquisitions	8	1.53	17241	4	.16	1377	3	.45	2554	.03	112			15	2.17	21284	6	9
Bibliographic Control	6	.79	8511	6	1.28	9873	6	1.98	8154					18	4.05	26538	11	11
Supervising & Training	6	.61	7916	5	1.12	9816	6	.20	1093					17	1.93	18825	5	8
Administration	8	.65	8389	5	.47	4159	4	.05	284	.17	561			17	1.34	13393	4	6
Total	8	7.73	89086	6	5.82	46885	7	6.97	35187	14.14	46359	1.51	4942	37.50	36.17	222459	97	95
ACQUISITIONS																		
Document Delivery	3	--	--	5	.05	402	8	.94	6810			.17	557	17	1.16	7769	3	3
Citation & Answer Service	6	4	560	3	.04	370	3	.08	696					12	.16	1626	<1	1
Materials Acquisitions	6	2.45	29073	9	7.54	56239	12	7.77	53178	2.38	7973	.61	1998	27	20.75	148461	60	58
Bibliographic Control	6	.43	4659	3	1.48	11520	8	3.92	25008	1.17	3870			18	7.00	45057	20	17
Supervising & Training	5	1.06	13206	3	.46	4016	4	.25	4656					12	1.77	21878	5	8
Administration	6	1.56	20027	4	.13	1004	5	.36	2667					15	2.05	23698	6	9
Total	6	5.54	67525	10	9.70	73551	14	13.32	93015	3.55	11843	.78	2555	34.42	32.89	248489	95	96

TABLE 3 (cont'd.)

Administrative Unit	Librarian			Library Ass't			Support Staff			Students*		Work-study*		Total			Percent	
CATALOGING	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	M/Y	Cost	M/Y	Cost	No+	M/Y	Cost	M/Y	Cost
Document Delivery	5	.02	300	2	.07	770	2	.26	726	.28	917	.13	426	10	.76	3139	1	1
Citation & Answer Service	11	.07	855	7	--	--	1	--	--					18	.07	855	<1	<1
Materials Acquisitions	7	1.54	19491	1	.03	211	5	.74	9663	.66	2161	.32	1048	14	3.29	32574	6	8
Bibliographic Control	16	11.83	131015	12	10.72	81386	13	10.14	61445	7.79	25517	1.04	3408	50	41.52	302771	81	79
Supervising & Training	11	.72	10718	8	.70	6081	3	.53	3300					22	1.95	20099	4	5
Administration	14	.85	10720	5	.18	1431	8	.88	5518					27	1.91	17669	4	5
Total	15.57	15.03	173099	12	11.70	89879	13	12.55	80652	8.73	28595	1.49	4882	51.15	49.50	377107	97	98
ADMINISTRATION																		
Document Delivery	3	.23	4353				2	.16	967	.42	1569			6	.81	6889	7	5
Citation & Answer Service	4	.24	6248				1	.02	239					5	.26	6487	2	5
Materials Acquisitions	3	.24	3560				3	1.25	8619	.54	2018	.63	2064	8	2.66	16261	23	12
Bibliographic Control	3	.16	3085											3	.16	3085	1	2
Supervising & Training	7	.63	6545				4	.34	1293					11	.97	7838	8	6
Administration	5	3.30	65996				4	3.19	27635	.06	488	.04	131	9	6.59	94250	56	70
Total	5	4.80	89787				5	4.96	38753	1.02	4075	.67	2195	11.85	11.45	134810	97	100

* Number of students not included because of variation of hours worked by individual students.

+ Number includes student and work-study students time translated into full-time equivalents.

TABLE 4

Summary of total number of individuals, percent of effort, and salary costs to perform Wayne State University Libraries' functions by administrative unit

Function	Education			Extension			General Inf.			Humanities			Law			Medicine		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Document Delivery	24	13.39	614	6	1.17	63	8	11.18	552	17	9.86	503	16	4.93	234	20	8.20	440
Citation & Answer Service	17	3.26	320	6	1.74	138	7	1.73	178	13	3.59	232	17	3.79	311	19	2.56	218
Materials Acquisitions	12	2.76	267	4	.27	22	1	<.02	--	8	2.05	187	14	3.87	272	12	2.52	208
Bibliographic Control	16	3.01	230	6	.78	49	1	.32	10	14	3.14	135	15	5.46	324	16	6.14	444
Supervising & Training	10	.96	110	1	.09	11	6	.60	67	9	.64	54	13	1.13	90	10	1.21	117
Administration	14	1.69	157	3	.62	49	7	1.76	129	10	1.58	106	14	2.55	278	20	4.03	402
Total		25.07	1698		4.67	332		15.59	936		20.86	1217		21.73	1509		24.66	1829
	26.22			5.36			16.50			21.51			23.23			25.30		

Function	Science			Soc. Stud.			Acq.			Cat.			Admin.			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Document Delivery	20	8.50	406	35	21.52	908	17	1.16	77	10	.76	31	6	.81	69	179	81.48	3897
Citation & Answer Service	17	4.21	323	21	5.16	514	12	.16	17	18	.07	9	5	.26	65	152	26.53	2325
Materials Acquisitions	9	1.51	186	15	2.17	214	27	20.75	1484	14	3.29	326	8	2.66	163	124	41.85	3329
Bibliographic Control	18	10.32	619	18	4.05	265	18	7.00	451	50	41.52	3027	3	.16	31	174	81.90	5585
Supervising & Training	9	1.17	119	17	1.93	188	12	1.77	218	22	1.95	201	11	.97	78	120	12.42	1253
Administration	15	1.58	180	17	1.34	134	15	2.05	237	27	1.91	176	11	6.65	943	153	25.76	2791
Total		27.29	1833		36.17	2223		32.89	2484		49.50	3770		11.45	1349		269.88	19180
	28.00			37.50			34.42			51.05			11.85			280.94		

TABLE 5

Summary of number of individuals, percent of effort as salary costs to perform the six general categories of function by classification of staff.

Librarian	Document Delivery			Citation & Info. Service			Materials Acquisitions			Bibliographic Control			Supervising & Training			Administration			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Education	5	.43	48	6	2.19	256	6	1.32	156	6	.53	62	4	.37	55	6	.66	91	6	5.50	667
Extension	1	.04	5	1	.45	55	1	.09	11	1	.04	5	1	.09	11	1	.23	28	1	.94	114
General Info.	2	.13	15	2	1.07	129	1	--	--				2	.28	40	1	.34	55	2	1.82	239
Humanities	4	.06	6	5	2.01	186	5	1.87	176	4	.09	8	4	.30	28	4	.56	52	5	4.89	455
Law	4	.35	30	6	1.47	172	6	1.33	129	4	.66	72	6	.39	30	6	1.42	207	6	5.62	640
Medicine	7	.46	44	8	1.38	140	5	.98	87	6	1.39	127	7	.91	95	7	1.78	199	8	6.90	693
Science	4	.19	22	6	1.70	203	5	1.17	158	5	1.47	162	5	.37	46	6	.84	121	6	5.74	711
Social Studies	7	.24	26	8	3.91	444	8	1.53	172	6	.79	85	6	.61	79	8	.65	84	8	7.73	891
Acquisitions	3	--	--	6	.04	6	6	2.45	291	6	.43	47	5	1.06	132	6	1.56	200	6	5.54	675
Cataloging	5	.02	3	11	.07	9	7	1.54	194	16	11.83	1310	11	.72	107	14	.85	107	16	15.03	1731
Administration	3	.23	44	4	.24	62	3	.24	36	3	.16	31	7	.63	65	5	3.30	660	5	4.80	899
Total	45	2.15	243	63	14.53	1662	53	12.62	1409	57	17.23	1909	58	5.73	688	64	12.19	1804	69	64.51	7715
%		3	3		22	22		20	18		27	25		9	9		19	23		100	100
Library Ass't																					
Education	2	.53	45	2	.12	10	2	.19	15	2	.83	65	2	.26	25	2	.04	3	2	1.97	163
Extension	3	.53	31	2	.63	49	1	.05	4	2	.32	27				1	.02	1	3	1.55	112
General Info.	4	2.56	198	4	.62	47							3	.09	6	3	.14	10	4	3.41	261
Humanities	3	1.10	78	3	.15	10	1	.05	4	3	.92	65	2	.32	25	3	.47	36	3	3.01	218
Law	4	.30	32	5	1.17	81	2	.08	5	4	2.30	145	3	.35	31	5	.58	42	5	4.78	337
Medicine	4	1.54	100	4	.50	29				2	.75	40	1	.16	10	4	.37	22	4	3.32	201
Science	4	1.00	88	4	.50	44	3	.28	25	4	1.20	107	4	.80	73	3	.13	12	4	3.91	347
Social Studies	6	2.51	193	6	.28	24	4	.16	14	6	1.28	99	5	1.12	98	5	.47	42	6	5.82	470
Acquisitions	5	.05	4	3	.04	4	9	7.52	562	3	1.48	115	3	.46	40	4	.13	10	10	9.70	736
Cataloging	2	.07	8	7	--	--	1	.03	2	12	10.72	814	8	.70	61	5	.18	14	12	11.70	899
Total	38	10.19	789	41	4.36	332	25	8.59	652	39	20.08	1519	33	4.74	417	35	2.19	168	53	49.17	3744
%		20	20		9	9		17	17		40	39		10	11		4	4		100	100

TABLE 5 (cont'd)

Support Staff	Document Delivery			Citation & Info. Service			Materials Acquisitions			Bibliographic Control			Supervising & Training			Administration			Total		
	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost	No	M/Y	Cost
Education	9	3.95	241	9	.69	45	6	1.25	96	8	1.65	103	4	.33	30	6	.63	51	9	8.50	566
Extension	3	.60	27	3	.66	34	2	.13	6	3	.42	17				1	.37	21	3	2.18	105
General Info.	3	2.17	132	1	.04	2							1	.23	20	3	.40	35	7	2.84	189
Humanities	4	2.61	184	4	.36	24	2	.13	8	3	.34	23	3	.02	1	2	.05	3	4	3.51	243
Law	4	.97	62	9	.67	42	4	1.80	116	4	.88	54	3	.39	28	3	.19	13	5	4.90	315
Medicine	8	4.25	239	7	.44	40	7	1.54	121	8	3.90	273	2	.14	12	9	1.83	181	12	12.10	866
Science	6	1.31	100	5	.21	17	1	.06	3	5	3.45	210	2	--	--	6	.61	48	6	5.64	378
Social Studies	7	3.60	194	7	.69	37	3	.45	26	6	1.98	82	6	.20	11	4	.05	3	7	6.97	351
Acquisitions	8	.94	68	3	.08	7	12	7.77	532	8	3.92	250	4	.25	47	5	.36	27	14	13.32	930
Cataloging	2	.26	7	1	--	--	5	.74	97	13	10.14	614	3	.53	33	8	.88	55	13	12.55	806
Administration	2	.16	10	1	.02	2	3	1.25	86				4	.34	13	4	3.19	276	5	4.96	388
Total	56	20.82	1264	50	3.86	251	45	15.12	1090	58	26.68	1626	32	2.43	194	51	8.56	713	85	77.47	5138
%		27	24		5	5		20	21		34	32		3	4		11	14		100	100
Part-time (Hourly)																					
Education	8.48	280		.26	9											.36	12		9.10	301	
Extension	6.32	207								.32	10					.88	29		7.52	246	
General Info.	6.09	234		1.07	11					1.74	39					.50	17		9.23	301	
Humanities	3.31	108		.48	16		.66	22		1.62	53					.36	15		6.43	214	
Law	1.95	57		.24	7					.10	3					.05	1		2.34	68	
Medicine	6.00	197		1.80	59					4.20	138								12.00	394	
Science	15.17	497		.28	9		.03	1								.17	6		15.65	513	
Social Studies	.17	6					2.99	100		1.17	39								4.33	145	
Acquisitions	.41	13					.98	32		8.83	289								10.22	334	
Cataloging	.42	16								1.17	41					.10	6		1.69	63	
Administration																					
Total	48.32	1615		4.13	111		4.66	155		19.15	612					2.42	86		78.51	2579	
%	62	63		5	4		6	6		24	24					3	3		100	100	

TABLE 6

Conversion Table to Translate Absolute Values to Percentages

	M/Y	Factor	Cost	Factor
Education	26.22	3814	179,307	5563
Extension	5.36	1866	40,183	2487
General Info.	16.50	6060	98,995	1010
Humanities	21.51	4649	123,427	8102
Law	23.23	4305	155,440	6433
Medicine	25.30	3952	192,122	5205
Science	28.00	3571	191,063	5234
Social Studies	37.50	2667	233,570	4281
Acquisitions	34.42	2905	256,499	3899
Cataloging	51.05	1959	384,612	2600
Administration	11.85	8439	135,242	7394
Total	280.88	3559	1,990,898	5023

Method

Any man year or cost figure given for each of the administrative units can be translated into a percentage by multiplying the man year or cost figure by the factor listed, that is, what percentage of effort or what percentage of the personnel cost is expended for Library functions or by classification of staff using the administrative unit's total staff and total personnel costs as a base.

If the percentage of effort of any figure is desired using the total Library staff and the total personnel cost, use the factors given in the "Total" row.

Note that the factor is listed as four figures. Multiplying the four figures with the appropriate man years or cost figures will give a percentage figure accurate within 1%. Rounding off the factor figure will of course reduce the "accuracy" of the percentage. Care must be taken in locating the decimal point when multiplying to arrive at the percentage.

Example

From Table 1, under Education, Part 2, one finds that 0.95 man years at a cost of $11,362 is expended by Librarians to provide citation services, and that 2.19 man years at a cost of $25,579 is expended to provide all citation and answer service.

Thus:

0.95 X 3814 =	3.6%	of Education staff effort devoted to citation service by Librarians
$11,362 X 5563 =	6.3%	of Education's salaries used by Librarians to provide citation service
2.19 X 3814 =	8.3%	of Education's staff effort in Education devoted to all citation and answer service by Librarians
$25,579 X 5563 =	14.2%	of Education's salaries used by Librarians to provide all citation and answer service
0.95 X 3559 =	0.3%	of total Library staff effort used by Librarians in Education to provide citation services
$11,362 X 5023 =	0.5%	of Library's salary allocation expended by Librarians in Education to provide citation services
2.19 X 3559 =	0.8%	of total Library staff effort used by Education Librarians to provide citation and answer services
$25,579 X 5023 =	1.3%	of Library's salary allocations expended by Librarians in Education to provide citation and answer services

Addendum

Example of summary breakdown

Function	Percent of Time
Part 2. Citation Information and Answer Service	
I. Explaining Library Operations	____
II. Citation Services	____
III. Providing Alerting Services on a Regular Basis (but not necessarily on a scheduled basis)	____
IV. Answering and Information Service Or Referring to Possible Sources	____
V. Helping Users with Their Collections (individuals, groups, or other libraries)	____
VI. Producing and Displaying Exhibits	____
VII. Assigning Work Space and Equipment for Users	____
VIII. Adjunct Services	____
IX. Other	____
SUB TOTAL	____
Part 3. Purchase Payment & Distribution of Materials	
I. Monograph	____
II. Serials	____
III. Payment for Bindery Services	____
IV. Gifts and Exchanges-In	____
V. Gifts and Exchanges-Out	____
VI. Supplies and Equipment	____
VII. Other	____
SUB TOTAL	____
Part 4. Bibliographic Control	
I. Preparation of Temporary Cataloging	____
II. Preparation of Catalog Copy with Bibliographic Information Available Including Different Editions and Analytics (LC, NLM, NST)	____
III. Preparation of Catalog Copy without Bibliographic Information Available Including Different Editions and Analytics	____
IV. Adding Volumes and Copies	____
V. Reclassifying (and recataloging	____

Addendum

Example of detailed listing.

Part 2

Citation Information and Answer Service

The following functions are to be evaluated by each staff member in relation to library users whether the request is received directly or by telephone from the user or through an intermediary, for example a reference librarian from one of the units. Requests received from library staff on library operations which may involve some of the following functions will be dealt with in other evaluation units.

	Percent of Time			
	4	3	2	1
I. Explaining Library Operations				◯
A. Informing Hours Library Open				▭
B. Explaining Location of Library Units, Materials or Facilities				▭
C. Explaining Service Policies				▭
D. Other (list on reverse)				▭
II. Citation Services				◯
A. Providing Holdings Information				▭
1. Checking public catalog				▱
2. Checking serials list				▱
3. Checking shelf list				▱
B. Assisting or Providing Citation Verification				▭
1. Explaining, identifying or correcting citation for user to locate documents				▱
2. Verifying citations for bibliographies of papers (does not include Interlibrary Loan or for purchase of documents)				▱
3. Teaching or explaining the use of citation verification instruments (e.g., the public catalog, indexes, on an ad hoc basis to individuals)				▱
4. Teaching use of citation verification instruments in groups, in the library or classroom				▱
C. Assisting or Providing Searches for Citations (references to documents for individual users. Includes machine searches)				▭
1. Preparing bibliogrpahies				▱
a. Quick search for a sample list of references				▯
b. Preparing exhaustive lists of references (e.g., everything published within a specified period, or in one or more languages)				▯